



City of Germantown 2016 Employee Survey

Final Draft

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1.0 Executive Summary

The City of Germantown, Tennessee (the City) contracted NuStats Research Solutions (NuStats) to conduct the 2016 Germantown Employee Survey. In late December 2015, NuStats mailed surveys to the City to be distributed by different City departments to all City employees. The survey was self-administered using a paper survey. The City mailed back completed survey responses to NuStats in early January 2016. NuStats received a total of 339 fully completed surveys from the 400 that were mailed out to the City for an overall response rate of 85 percent at the 95 percent confidence level with a ± 2.08 percent margin of error. This is the highest response rate since the survey was first conducted in 2011. The survey explored a number of topics, including Personal Work Experience, Job Satisfaction, Learning and Training Opportunities, Leadership, etc.

In 2016, all Top-2 composite scores show higher scores when compared to those from 2015. The highest increase of six percentage points is reported in the area of Leadership, followed by Performance Culture (three percent increase with a mean score gain of 0.16) and Recruitment, Development, and Retention (three percent increase with a mean score gain of 0.13).

Several individual performance measurements show differences that are statistically significant when compared to the 2015 survey. The most noteworthy is the positive shift employees show toward promotions in their departments. In this year's survey, 53 percent feel more confident that promotions are based on merit; this corresponds to a staggering 13 percent increase. Likewise, a larger proportion of employees also feel that management recognizes good performance in meaningful ways. This also corresponds to a 13 percent increase in positive ratings.

The majority (81 percent) of employees who completed a survey are satisfied with their jobs overall and 83 percent would recommend the City as a good place to work to a family member or friend. Fifty-six percent of these employees are considered a brand promoter, in other words, they are likely to engage in positive talk about their jobs and share positive personal work related experiences. Some of the positive talk they are likely to share with others may include that they like the work they do (91 percent of survey respondents think this way), or that they feel management does a good job at helping them find a good balance between work and personal life (agreed to by 87 percent of survey respondents) or that what they do for the City gives them a feeling of personal accomplishment (82 percent think so).

Correlation analysis helped identify three top drivers of employee satisfaction, which are: the opportunity to use their personal talents at the workplace, the policies and practices of senior leaders, and employee involvement in decisions that affect their departments.

In general, City employees feel highly positive in regards to their employment with the City. The 2016 survey has identified areas of much improved performance as well as areas that need focus and attention. These items are explored in detail in this report.

2.0 Background and Objectives

Germantown, Tennessee is located in Shelby County and is one of six municipalities adjacent to Memphis. The City possesses a triple-A bond rating from Moody's and Standard & Poor's and is one of the few cities in the United States with this honor. The City also holds the distinction of having the lowest crime rate for a city of its size in the State of Tennessee. The City of Germantown employs approximately 400 employees in their various divisions and departments. The City has conducted the Employee Survey annually since 2011 to understand employees' needs, identify challenges, and obtain feedback for the improvement of processes and systems and find ways to address them.

The survey gathers data from City employees about their personal work experience, work environment, job satisfaction, communication at the workplace, training opportunities, and their opinions of their supervisors' leadership abilities and level of support shown to the employees they supervise. The employees were given the option of providing comments and/or suggestions to improve City services. The City of Germantown distributed 400 surveys among all City workers. Surveys were distributed by department heads and direct supervisors.

The objective of this research is to provide useful and actionable data for planning, resource allocation, performance measurement, and program and policy evaluation.

3.0 Scope and Methodology

The City desired to administer the survey as a paper survey instrument. The survey universe included all current City employees regardless of length of employment or department they work for. Each employee had equal opportunity to participate in the survey. Employees were handed out a paper questionnaire by department heads and were given the flexibility to complete the survey while at work. They were encouraged to complete the survey right away, and those who needed it were given additional time to complete the survey later. Employees were instructed to return surveys to a direct supervisor.

NuStats worked on survey instrument and sample design; printing and mailing surveys to the City for internal distribution; data collection, scanning, verification, and coding; cleaning of employee open-ended comments; data processing and analysis; and reporting of findings. This section briefly describes these tasks.

3.1 Survey Instrument Design

NuStats and the City collaboratively designed the survey to produce an instrument that met the objective of the research, specifically paying close attention to wording, unintended bias, respondent burden, look of the printed page, and respondent confidentiality. The survey instrument included the City of Germantown logo on the front page for branding purposes, and a cover letter provided a brief description of the importance of the survey and how to participate.

The survey instrument was designed to capture employees' opinions and feedback on 51 attributes distributed in six main areas:

- Personal Work Experience
- Recruitment, Development, and Retention
- Performance Culture
- Leadership
- Learning
- Job Satisfaction

Employees were asked to provide a rating for each question within each of the six areas. The survey used a 5 point Likert scale where a score of 5 was the most favorable rating "Extremely Agree," and a score of 1 was the least favorable rating "Extremely Disagree". For analysis and reporting purposes, responses of 5 and 4 were interpreted as favorable, 3 as neutral, and 2 and 1 as unfavorable. The Job Satisfaction section used a scale of 1 to 5, where 5 meant "Extremely Satisfied" and 1 meant "Extremely Dissatisfied".

City employees were also asked to rate how likely they were to recommend working for the City to a friend or a family member and were given the option to report what department they work for, how long they have worked for the City, and to share any comments or suggestions on how to improve City services. The recommendation question used a 10 point Likert scale where 0 was used to mean "Not Likely at All" and 10 was used to mean "Extremely Likely". This design allows for the calculation of a Net Promoter Score[®] (NPS).

The 2016 survey was nearly identical to the 2015 survey. The only change consisted of replacing question 28, "*My department head helps fellow employees remember that life is great,*" with "*I have a best friend at work*".

3.2 Survey Methodology and Data Processing Tasks

The survey universe for the City Employee Survey was all employees currently working for the City. Due to the relatively small number of City employees, the City of Germantown and NuStats agreed to a census survey where all City employees were invited to participate in the survey. Surveys were distributed internally by department heads.

NuStats printed all surveys on a standard 11X17 sheet of paper, folded in half to allow the survey to be displayed in booklet format of 4 pages printed in black and white. The survey was self-administered and was mailed to the City for internal distribution in early December 2015. Completed surveys were mailed back to NuStats in late December 2015.

As surveys were processed, they were flagged as completed in a proprietary tracking system (NuCDF) and incorporated into a master data file. Data quality checks were run, flagging the status of each survey (i.e. data clean and ready for delivery, minor issues in the data that needed further review, etc.). Once the initial data check step was completed, the data was flagged as ready for final Quality Assurance (QA). All cases identified as ready for final QA went through an in-depth inspection by QA personnel. Cases that passed QA inspection were then formatted in the agreed-upon data structure that met the needs of the research and were then categorized as ready for analysis.

NuStats compiled and reviewed all employee comments to identify patterns and themes, assigning one or several choice codes to open-ended employee comments to summarize responses into categories. Employee comments are critical and they can further explain the numeric results, provide new ideas and solutions to problems, or identify risks that may warrant attention and resolution.

Once the data file was prepared, NuStats ran descriptive and comparative analyses to examine the level of employee satisfaction. Overall, data analysis was performed in three phases.

First, composite score was computed for six categories of satisfaction measurement and was compared to the previous year's result. A Z-test was performed to confirm if a difference of proportions between the two years was statistically significant for each category.

Second, an individual attribute level analysis was performed. Overall, the Top-2¹ ratings and mean scores of individual attributes were evaluated to identify attributes performing better than average and attributes needing attention for improvement. In addition, an evaluation of individual attributes was again compared against the overall category in order to identify areas to improve within the category and identify attributes that have contributed to category-level score changes.

Lastly, NuStats conducted a limited department-level analysis to identify if there were any significant differences in category-level composite scores.

After performing the data processing and analysis of survey responses, NuStats prepared this detailed report that summarizes findings, highlights strong areas and areas that need improvements, benchmarks these results with results from surveys from previous years, and provides comparisons by department where possible. In addition, this report provides a benchmark analysis of survey results compared to national trends.

¹ Top-2 percentages combine extremely agree; agree and extremely satisfied; satisfied responses.

4.0 Key Findings

A total of 339 out of 400 survey responses were mailed back by the City. This corresponds to the highest participation rate since the survey was first conducted in 2011. The City of Germantown should be commended for their hands-on approach to distributing surveys to its employees and for encouraging them to participate. Table 2 provides results by category for the 2016 survey. Personal work experience is the area most City employees (82 percent) value the most, followed by areas that measure employee recruitment, development, and retention (78 percent). On average, 70 percent of City employees are satisfied or extremely satisfied with the various aspects of their jobs. The majority of these results can be considered performance strengths. Although Leadership and Performance Culture ratings are below 65 percent, neither one of these scores can be considered indicative of weak performance. In fact, as demonstrated by composite score results, the majority of employees think very highly of the City as an employer.

Interpretation of Findings

- ✓ A positive rating is the sum of percentiles of two positive response categories (i.e., Strongly Agree/Agree). It is referred to as the Top-2 score.
- ✓ A negative rating is the sum of percentiles of two negative categories (i.e., Strongly Disagree/Disagree).
- ✓ A rating of 65 percent or more positive responses (score of 5 or 4) is considered a strength.
- ✓ A rating of 35 percent or more negative responses (score of 1 or 2) is considered a risk.
- ✓ A rating of 30 percent or more neutral responses (score of 3) suggests uncertainty or indifference, which presents opportunity for further exploration.
- ✓ Mean score is the average score of ratings for each attribute on a 5-point scale.

Some key findings include:

- ✓ Ninety-one percent of City employees like the work they do.
- ✓ Eighty-two percent feel personal accomplishment working for the City.
- ✓ Eighty-one percent are overall satisfied with their jobs. This is higher than the national benchmark.
- ✓ Creativity and innovation is a top driver for overall job satisfaction.
- ✓ Fifty-six percent of City employees can be considered brand promoters.
- ✓ Sixty-one percent have received verbal recognition in the last seven days.

Table 1 provides a comparison of yearly response rates since 2012.

Table 1: Survey Response Rates

	2016 Totals	2015 Totals	2014 Totals	2013 Totals	2012 Totals
Total Survey Invitations Distributed	400	378	361	360	354
Completed Surveys Returned	339	306	200	220	270
Return Rate (Response Rate)	85%	81%	55%	61%	76%

Table 2: 2016 Category Composite Score Results

Performance Categories	1	2	3	4	5*	Top-2	Mean
PERSONAL WORK EXPERIENCE	2%	3%	13%	34%	48%	82%	4.23
RECRUITMENT / DEVELOPMENT / RETENTION	2%	4%	16%	35%	43%	78%	4.05
JOB SATISFACTION	4%	6%	19%	35%	35%	70%	3.92
LEARNING	5%	6%	18%	33%	37%	70%	3.91
LEADERSHIP	7%	8%	21%	29%	34%	63%	3.75
PERFORMANCE CULTURE	8%	10%	25%	31%	27%	58%	3.59
Total Averages	5%	6%	19%	33%	37%	70%	3.91

*A score of 5 means extreme agreement or extreme satisfaction.

Eighty-two percent of all employees who completed a survey indicated they are satisfied or extremely satisfied with their personal work experiences (three percent increase). This area is where employees show the highest levels of satisfaction and personal accomplishment. Only five percent of employees rate questions under this category with a negative score of 1 or 2. This is also the area with the lowest percentage of employees providing a neutral response (13 percent). This is indicative that employees feel very strongly about this topic and show very little uncertainty. Table 3 shows that this area continues to rank as number one for five years in a row. In fact, this has been the case since the survey was first conducted in 2011.

Measurements of recruitment, development, and retention are rated extremely favorably by 78 percent of the employees (three percent increase). These types of attributes relate to the programs and resources the City has in place to hire people for positions that match their skillset, the fostering of a positive work environment that promotes low turnover, employee development, reasonable workloads, and so on. Table 3 shows this area ranking number two for the last five years in a row.

The area that relates to job satisfaction measures eleven aspects of the work environment that relate to job satisfaction. At the aggregate level, 70 percent of employees provide the highest Top-2 ratings to these attributes (two percent increase) and this area ranks third consistently since 2014. In addition, employees are asked directly if they are satisfied with their jobs; in 2016, 81 percent said that they are.

The Learning category ranks fourth two years in a row with 70 percent of the employees providing a Top-2 score (two percent increase). Eleven percent of the employees report a low score (1 or 2). Only three items are rated in this area.

Sixty-three percent of City workers rated the Leadership category favorably in 2016 (one percent increase). This area ranks fifth out of six categories two years in a row and 15 percent of employees show dissatisfaction in this area.

The Performance Culture category was rated favorably by 58 percent of City employees (six percent increase). In general, since the survey was first conducted in 2011, this category has lagged behind all others but in 2016 this area shows the biggest improvement. Twenty-five percent of the respondents remain neutral or indifferent when thinking about performance culture, but this can also be an indication that they see both positive and negative aspects in relation to this area.

Table 3: Category Composite Score Comparison to Previous Years Ranked by Mean Score (2016-2012)

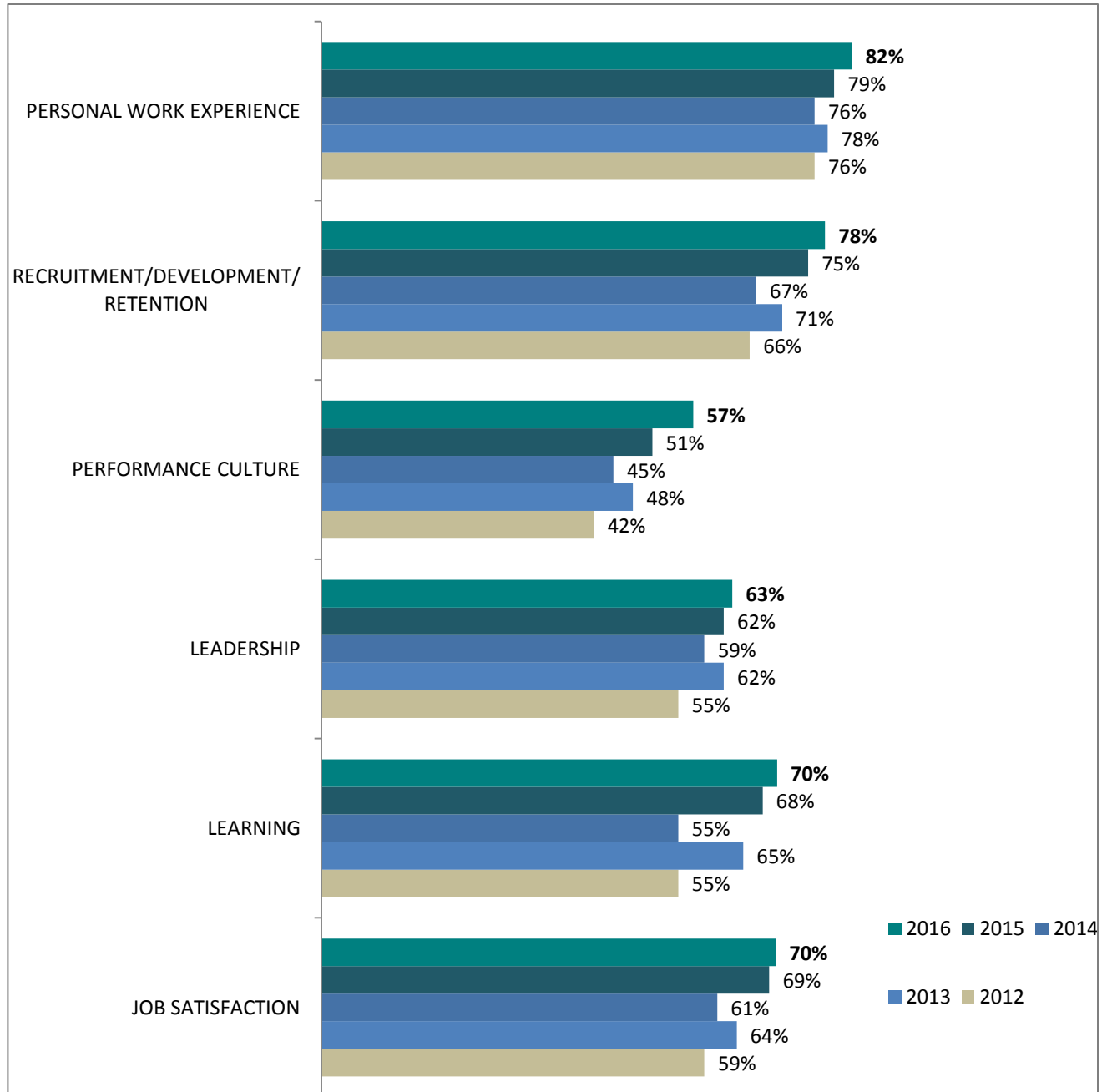
CATEGORY COMPOSITE SCORES					
CATEGORY	Overall Rank By Mean Score				
	2016	2015	2014	2013	2012
PERSONAL WORK EXPERIENCE (6)*	1	1	1	1	1
RECRUITMENT / DEVELOPMENT / RETENTION (7)*	2	2	2	2	2
JOB SATISFACTION (11)*	3	3	3	4	3
LEARNING (3)*	4	4	5	3	4
LEADERSHIP (14)*	5	5	4	5	5
PERFORMANCE CULTURE (9)*	6	6	6	6	6

* () indicates the number of attributes included for each category composite score measurement

4.1 Category Yearly Comparisons by Top 2 Scores (2016-2012)

All Top-2 ratings have improved in 2016 with the highest improvement reported in the Performance Culture category. Since 2012, at the aggregate level, Personal Work Experience scores have increased by six percent; Job Satisfaction by eleven percent; Recruitment, Development, and Retention by 12 percent. The Learning and Performance Culture attributes have improved by 15 percent since 2012, while the Leadership measures have improved 8 percent since 2012. These results are displayed in Figure 1.

Figure 1: Category Composite Top 2 Score Comparison by Year



5.0 Survey Results by Individual Attributes

5.1 Top 10 Attributes

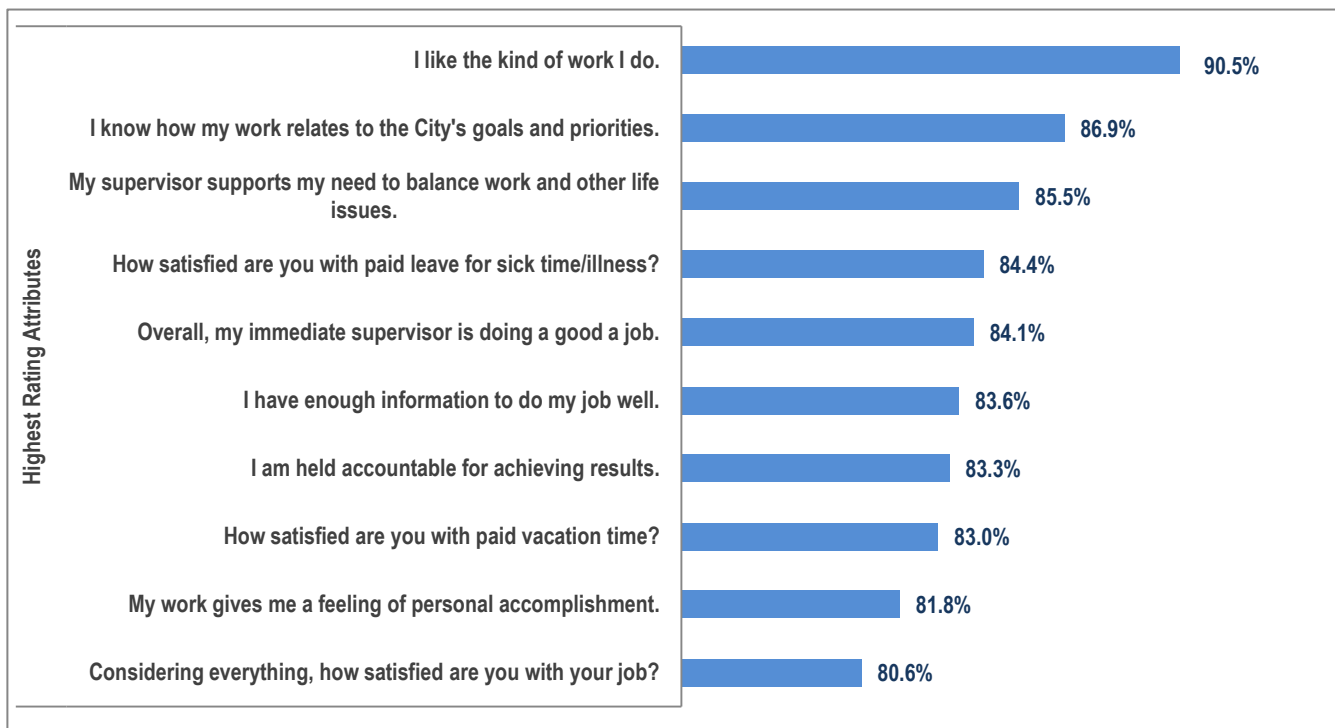
Five out of these ten high-performing areas deal with very specific big-picture work experiences that make employees feel highly motivated and good about coming to work every day. They like the specific job they do (91 percent), the majority feel aligned with how their work relates to the City's goals and priorities (87 percent), they appreciate being held accountable for achieving results, which indicates that they have a goal oriented mentality and want their efforts to be noticed (83 percent), they feel personal accomplishment doing what they do (82 percent), and they feel satisfied with their jobs overall (81 percent).

Two of these high performing areas rate the satisfaction employees have with their supervisors. Supervisors are seen by 86 percent of the employees as someone who listens and supports their need to balance work and personal life and 84 percent acknowledge that supervisors do a good job (and are likely good role models).

Employees are highly satisfied with having the right information to do their jobs well (84 percent), so they know what's expected of them. Employees are also highly satisfied with paid leave for sick time (85 percent) and with paid vacation time (83 percent).

In general, the areas that make working for the City the most rewarding experience include big picture items, meaningful goals, achieving results, personal accomplishments, accountability, having enough information, and positive interactions with direct supervisors. These are the same attributes rated the highest in 2015.

Figure 2: Top 10 Most Favorable Attributes in 2016 Ranked by Top 2 Ratings



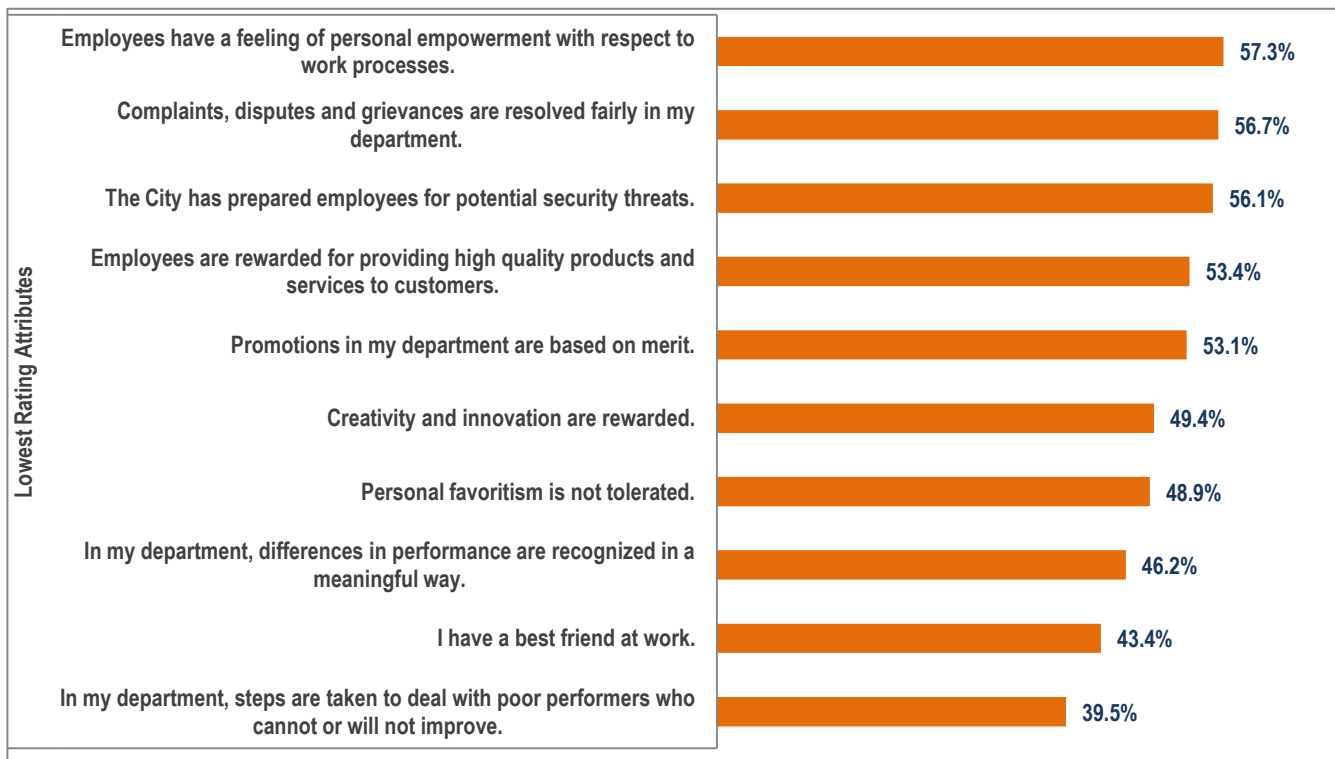
5.2 Bottom 10 Attributes

The lowest areas of satisfaction relate to performance culture measures and employee recognition. Only 40 percent of the employees feel that in their departments, poor performers are dealt with appropriately. Forty-six percent feel that in their department good performance is recognized in a meaningful way and 49 percent feel that creativity and innovation are rewarded. A little over half of the employees who completed a survey (53 percent) feel they are rewarded for providing good services or products to the public and that promotions are based on merit. These items were also part of the list of bottom ten attributes in 2015.

The second lowest areas of satisfaction relate to leadership measures. Only 43 percent of the employees feel that they have a best friend at work. Only about half (49 percent) feel that favoritism is not a problem.

Employees feel slightly more positive about how the City prepares and trains staff for potential security threats (56 percent), and how departments are able to resolve grievances among personnel with fairness (57 percent). Employees also feel more positive (57 percent) about work processes as far as how connected and empowered they feel about what's involved in producing the good or services they provide to their internal or external customers. In other words, their personal contributions to the teams, the tools, steps, techniques, actions, or plans that make things happen and work within their organizations.

Figure 3: Bottom 10 Least Favorable Attributes in 2016 Ranked by Top 2 Ratings



5.3 Survey Responses by Individual Attributes in 2016

Table 4 shows survey results for all rated attributes in the 2016 survey. Question 23 is not included in this table because it uses a two point “yes”, “no” scale.

Table 4: Employee Survey Responses by Individual Attributes

Question Number	ATTRIBUTE	Top 2 Score
1	I am given a real opportunity to improve my skills in the City.	76.1%
2	I have enough information to do my job well.	83.6%
3	My work gives me a feeling of personal accomplishment.	81.8%
4	I like the kind of work I do.	90.5%
5	Overall, my immediate supervisor is doing a good a job.	84.1%
6	In my department, my fellow employees are committed to doing quality work.	74.4%
7	My supervisor supports my need to balance work and other life issues.	85.5%
8	My department is able to recruit people with the right skills.	69.0%
9	I have the materials and equipment I need to do my work right.	76.0%
10	My workload is reasonable.	77.7%
11	My talents are used well in my department.	74.4%
12	I know how my work relates to the City's goals and priorities.	86.9%
13	Physical conditions (noise level, temperature, lighting, cleanliness in my department) allow employees to perform their jobs well.	73.5%
14	Promotions in my department are based on merit.	53.1%
15	In my department, steps are taken to deal with poor performers who cannot or will not improve.	39.5%
16	Employees have a feeling of personal empowerment with respect to work processes.	57.3%
17	Employees are rewarded for providing high quality products and services to customers.	53.4%
18	In my department, differences in performance are recognized in a meaningful way.	46.2%
19	In my most recent performance appraisal, I understood what I had to do to be rated at different performance levels.	69.1%
20	I am held accountable for achieving results.	83.3%
21	Creativity and innovation are rewarded.	49.4%
22	Policies and programs promote diversity in the City (for example: recruiting minorities and women, training in awareness of diversity issues, mentoring)	64.1%
24	I have a high level of respect for the City's senior leaders (i.e. Administration and department heads).	71.9%
25	In the City, leaders maintain levels of motivation and commitment in the workplace.	62.9%

Question Number	ATTRIBUTE	Top 2 Score
26	My department head maintains high standards of honesty and integrity.	68.6%
27	Department heads communicate the goals and priorities of the whole City.	71.2%
28	I have a best friend at work	43.4%
29	Employees are protected from health and safety hazards on the job.	74.6%
30	The City has prepared employees for potential security threats.	56.1%
31	Complaints, disputes and grievances are resolved fairly in my department.	56.7%
32	Personal favoritism is not tolerated.	48.9%
33	Coercion for partisan political purposes is not tolerated.	63.3%
34	I can disclose a suspected violation of any law, rule or regulation to my supervisor without fear of reprisal.	74.5%
35	I can disclose a suspected violation of any law, rule or regulation to administration without fear of reprisal.	68.2%
36	My department head puts employees first when it comes to recognition.	62.8%
37	My department head thinks about possibilities and solutions, not about what is wrong.	62.6%
38	This last year, I have had opportunities at work to learn and grow.	77.8%
39	My training needs are assessed.	69.9%
40	Departmental managers promote communication among different work areas (for example: about projects, goals, and needed resources).	63.1%
41	How satisfied are you with your involvement in decisions that affect your department?	58.8%
42	How satisfied are you with the information you receive from management on what's going on in your department?	63.9%
43	How satisfied are you with the policies and practices of your senior leaders (i.e. Administration and department heads)?	60.5%
44	How satisfied are you with your opportunity for career advancement within the City?	58.0%
45	How satisfied are you with the training you receive for your present job?	71.3%
46	Considering everything, how satisfied are you with your job?	80.6%
47	Considering everything, how satisfied are you with your pay?	66.2%
48	How satisfied are you with retirement benefits?	74.0%
49	How satisfied are you with health benefits?	75.6%
50	How satisfied are you with paid vacation time?	83.0%
51	How satisfied are you with paid leave for sick time/illness?	84.4%

6.0 Survey Results by Performance Categories

6.1 Personal Work Experience

This category represents the area employees find the highest levels of satisfaction. Four out of the six attributes rated in this area are among the top rated areas in 2016, and on average, 82 percent of the employees are highly satisfied with their individual work experiences. City of Germantown employees who took the survey not only like the kind of work they do (91 percent), but they also feel that their work gives them a feeling of personal accomplishment (82 percent). These two highly rated attributes show that in general, employees are emotionally invested in the work they do.

The most noteworthy improvement relates to employees feeling that they are given the opportunity to improve their skills at the job they are currently performing. This area shows a 6 percent increase in satisfaction, which is statistically significant. This is the only statistically significant difference between 2016 and 2015. This attribute has seen continuous improvement each year since 2011.

Most scores in 2016 show improvements in satisfaction ratings as compared to the 2015 survey.

Table 5: Personal Work Experience Results (2015-2012)

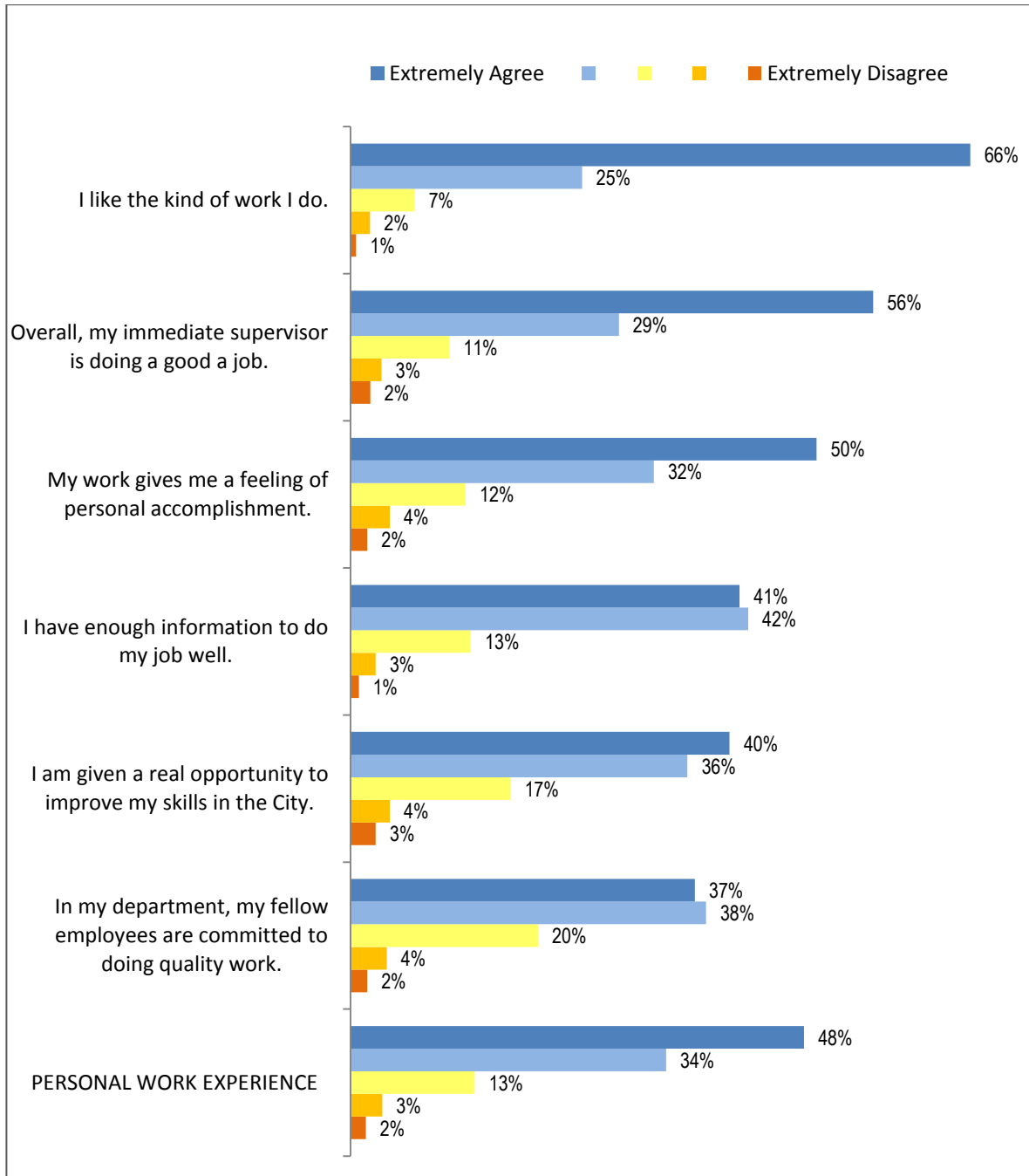
PERSONAL WORK EXPERIENCE												
ATTRIBUTE	Top 2 Score						Mean Score					
	2016	2015	2014	2013	2012	DIFF vs. 2015	2016	2015	2014	2013	2012	DIFF vs. 2015
	%	%	%	%	%							
I like the kind of work I do (4)	91	91	92	85	91	0	4.5	4.5	4.5	4.4	4.5	0.0
I have enough information to do my job well (2)	83	80	67	76	70	3	4.2	4.1	3.8	4.0	3.9	0.1
Overall, my immediate supervisor is doing a good a job (5)	85	80	74	75	69	5	4.3	4.2	4.0	4.1	3.9	0.1
My work gives me a feeling of personal accomplishment (3)	82	81	76	78	79	1	4.2	4.2	4.1	4.2	4.1	0.0
I am given a real opportunity to improve my skills in the City (1)	76	70	65	69	64	6	4.1	3.9	3.7	3.9	3.8	0.2
In my department, my fellow employees are committed to doing quality work (6)*	75	75	79	81	81	0	4.0	4.0	4.1	4.1	4.1	0.0
AVERAGE SCORES FOR CATEGORY	82	79	76	78	76	3	4.2	4.2	4.12	4.12	4.05	0.0

* () indicates question number

Their relationships with direct supervisors and co-workers are likely to be positive for the majority of employees (85 percent) who feel their supervisor does a good job and for the 75 percent who feel their co-workers do a good job. This, in itself fosters a positive work environment for the majority of those who took the survey. Notice that the overall perception of the work done by supervisors continues to be more positive than the work done by fellow employees. In addition, supervisor scores have increasingly improved over time whereas fellow-employee scores have gradually dropped since 2012.

Figure 4 displays individual responses for each attribute in the Personal Work Experience Category. The graphical display shows that most survey responses are highly positive. The area of most uncertainty is when employees rate the work of fellow employees (20 percent).

Figure 4: Survey Responses for Personal Work Experience



6.2 Recruitment, Development and Retention

The Recruitment, Development and Retention category ranked number two in 2016 and has maintained this ranking ever since the survey was first conducted in 2011. The overall mean score, at 4.10, reveals a high level

of agreement with these attributes, only six percent of employees show disagreement in this area. These results indicate that the City is doing generally well at hiring people with the right set of skills, in providing the right environment, tools, and training needed to develop employee competence and in achieving employee retention.

The highest attribute is “I know how my work relates to the City's goals and priorities.” This attribute involves both communication and emotional investment. Employees need to know that their individual contributions are important to the success of the organizations they work for. Direct supervisors and other department heads serve an important role in communicating the goals and priorities and in developing a company culture where employees feel that their jobs contribute to achieving those goals and priorities. Eighty-seven percent of the employees who took the survey know how their jobs relate to the entire organization. This is highly encouraging. Furthermore, employees rate very highly the City's efforts in helping them find balance between work and personal life (85 percent) and in making sure their workloads are reasonable (78 percent).

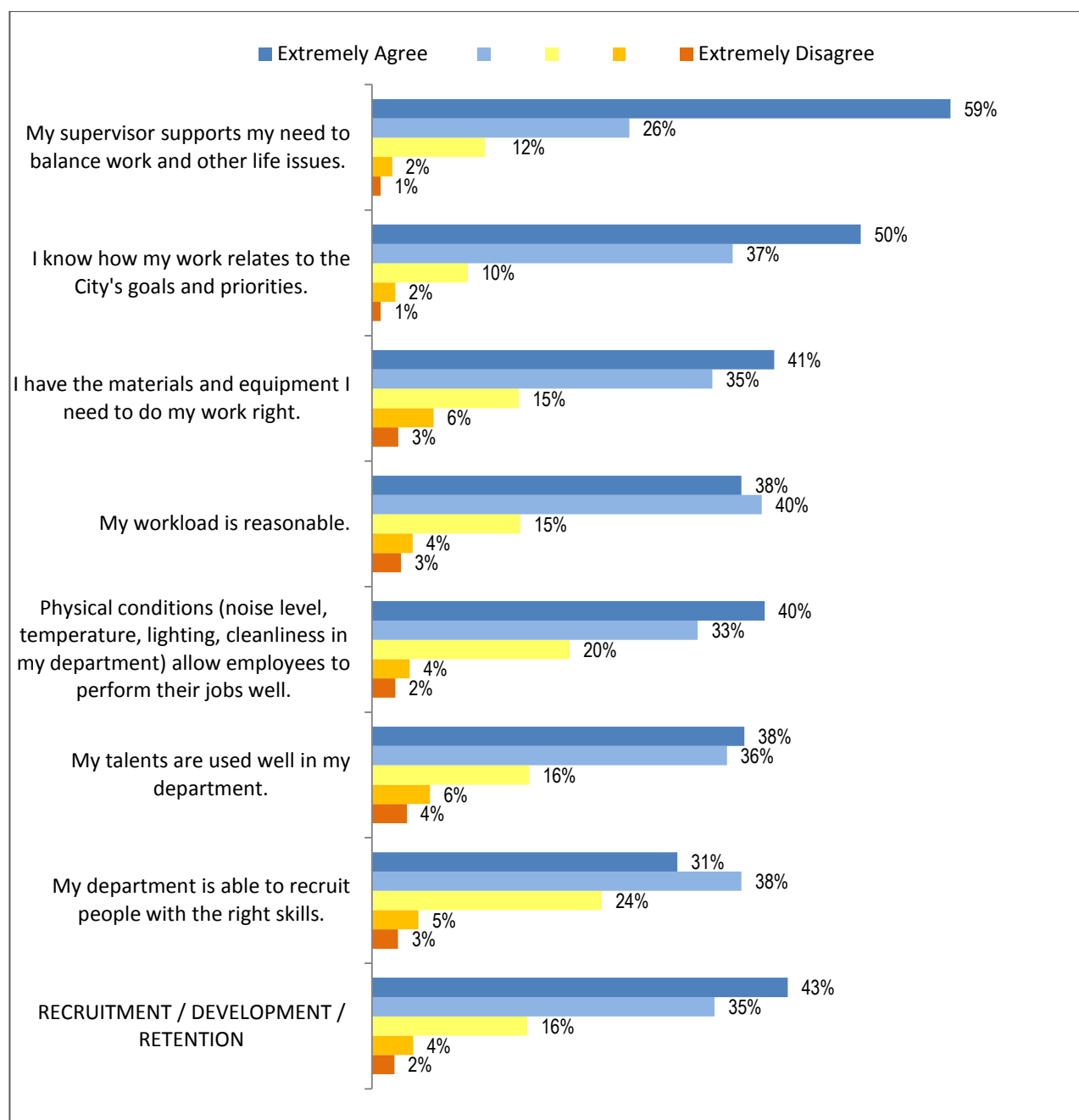
Most questions show higher ratings in 2016 although none of the differences are statistically significant. Questions 13 and 8 show the biggest improvement compared to 2015.

Table 6: Recruitment, Development and Retention Results (2015-2012)

RECRUITMENT / DEVELOPMENT / RETENTION												
ATTRIBUTE	Top 2 Score						Mean Score					
	2016	2015	2014	2013	2012	DIFF vs. 2015	2016	2015	2014	2013	2012	DIFF vs. 2015
	%	%	%	%	%							
I know how my work relates to the City's goals and priorities (12)	87	87	80	84	83	0	4.3	4.3	4.2	4.3	4.2	0.0
My supervisor supports my need to balance work and other life issues (7)	85	85	80	80	75	0	4.4	4.3	4.2	4.2	4.0	0.1
My workload is reasonable (10)	78	76	68	69	63	2	4.1	4.0	3.7	3.8	3.8	0.1
I have the materials and equipment I need to do my work right (9)	76	75	55	62	55	1	4.1	4.0	3.4	3.7	3.6	0.1
My talents are used well in my department (11)	74	71	68	71	69	3	4.0	3.9	3.8	3.9	3.8	0.0
Physical conditions (noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well (13)	73	69	64	69	62	4	4.1	3.9	3.9	3.9	3.7	0.1
My department is able to recruit people with the right skills (8)	69	64	55	60	57	5	3.9	3.8	3.6	3.7	3.6	0.1
AVERAGE SCORES FOR CATEGORY	78	75	67	71	66	3	4.1	3.9	3.8	3.9	3.8	0.2

The City's strength as a service provider is in its workforce; thus recruiting and hiring people with the right skills (question 8) to build strong teams that help share workloads is critical to its success. This area has seen improvements in the last couple of years, yet it lags behind compared to other attributes in this category. Thirty two percent of employees are uncertain or in disagreement with the City's ability to recruit and hire the right people.

Figure 5: Survey Responses for Recruitment, Development, and Retention



6.3 Job Satisfaction

This important category has seen continued improvements in satisfaction since the survey was first conducted in 2011. Eighty one percent of survey respondents, when they consider everything, report high levels of job satisfaction.

It is noteworthy to highlight that employees are more satisfied with their personal work experiences and benefit package than with the actual pay. Sixty-five percent are satisfied with their pay (two percent higher

than in 2015) and although this score is considered a strength, 22 percent of employees are uncertain or have mixed feelings when they think about their pay. As far as employee benefits, survey results show a combined 79 percent satisfaction rating in this area, with paid leave for sick time at the top. Vacation and sick time are the top two highest rated benefits in this area and also two of the top ten rated attributes in 2016, although scores for both dropped slightly when compared to the 2015 survey.

Table 7 shows results for this category in the 2016 survey where improvements were reported in most areas, although with differences that are not statistically significant.

Table 7: Survey Responses Job Satisfaction (2015-2012)

ATTRIBUTE	JOB SATISFACTION											
	Top 2 Score						Mean Score					
	2016	2015	2014	2013	2012	LL vs 2011	2016	2015	2014	2013	2012	LL vs 2011
		%	%	%	%	%						
How satisfied are you with paid leave for sick time/illness? (51)	85	87	84	85	80	-2	4.3	4.3	4.2	4.3	4.2	-0.1
How satisfied are you with paid vacation time? (50)	83	84	79	81	76	-1	4.2	4.2	4.1	4.2	4.1	0.0
Considering everything, how satisfied are you with your job? (46)	81	82	70	72	74	-1	4.2	4.2	3.9	4.0	4.0	0.0
How satisfied are you with health benefits?(49)	76	73	68	61	55	3	4.1	4.0	3.8	3.7	3.6	0.1
How satisfied are you with retirement benefits? (48)	75	70	61	63	57	5	4.0	3.9	3.7	3.6	3.6	0.1
How satisfied are you with the training you receive for your present job? (45)	72	69	52	67	62	3	4.0	3.8	3.4	3.8	3.7	0.1
Considering everything, how satisfied are you with your pay? (47)	65	63	54	54	53	2	3.8	3.7	3.4	3.4	3.4	0.1
How satisfied are you with the information you receive from management on what's going on in your department? (42)	64	63	61	56	51	1	3.8	3.7	3.6	3.6	3.5	0.1
How satisfied are you with the policies and practices of your senior leaders (i.e. Administration and department heads)? (43)	61	60	54	58	52	1	3.7	3.6	3.4	3.6	3.4	0.1
How satisfied are you with your involvement in decisions that affect your department? (41)	58	55	53	55	53	3	3.6	3.5	3.4	3.5	3.5	0.1
How satisfied are you with your opportunity for career advancement within the City? (44)	58	53	47	49	44	5	3.6	3.4	3.2	3.3	3.2	0.1
AVERAGE SCORES FOR CATEGORY	70	69	61	64	59	1	3.9	3.9	3.7	3.7	3.6	0.0

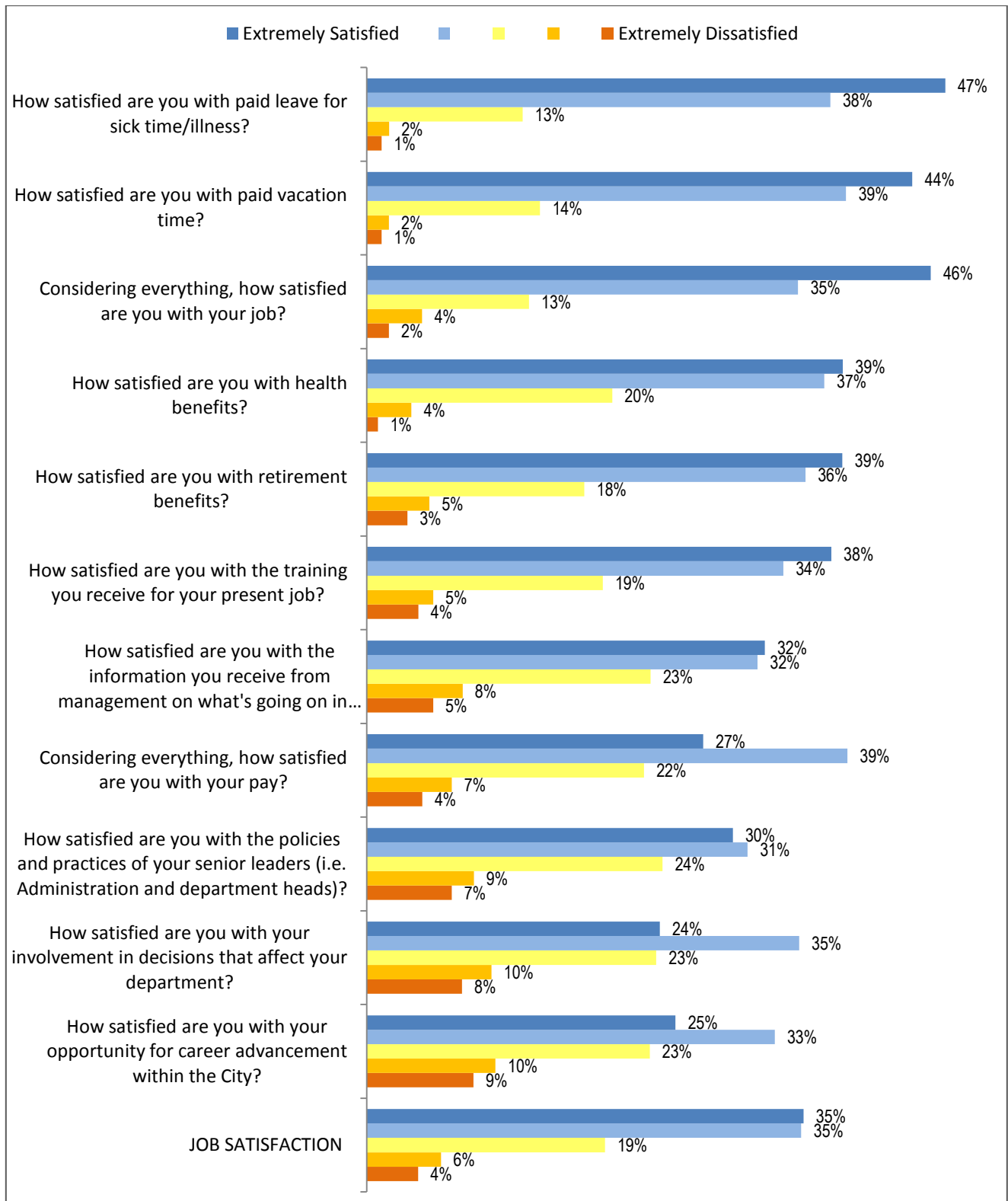
Opportunities for career advancement (question 44) within the City have been a challenge for City employees since the survey was first conducted in 2011. In 2011, 39 percent of City employees reported being satisfied or extremely satisfied with their prospective for advancement within the City. Since then, satisfaction ratings have increased 19 percent; but in 2016, 42 percent of employees who completed a survey are either uncertain or dissatisfied with the career opportunities within the City. This area increased five percent in ratings as compared to 2015.

Scores for questions 42, 43, and 41 are more positive in 2016 than in 2015. Furthermore, in 2016 employees are more positive about department policies and the practices of their senior leaders and with information sharing in their departments than with how involved they are in providing input for department level decisions that affect their departments.

Three out of eleven attributes in this area show slightly lower scores as compared to the 2015 survey. These are paid leave for sick time (two percent drop), vacation time (one percent drop) and overall job satisfaction (one percent drop). These differences are not statistically significant.

Figure 6 shows results for the Job Satisfaction category.

Figure 6: Survey Responses for Job Satisfaction



6.4 Learning

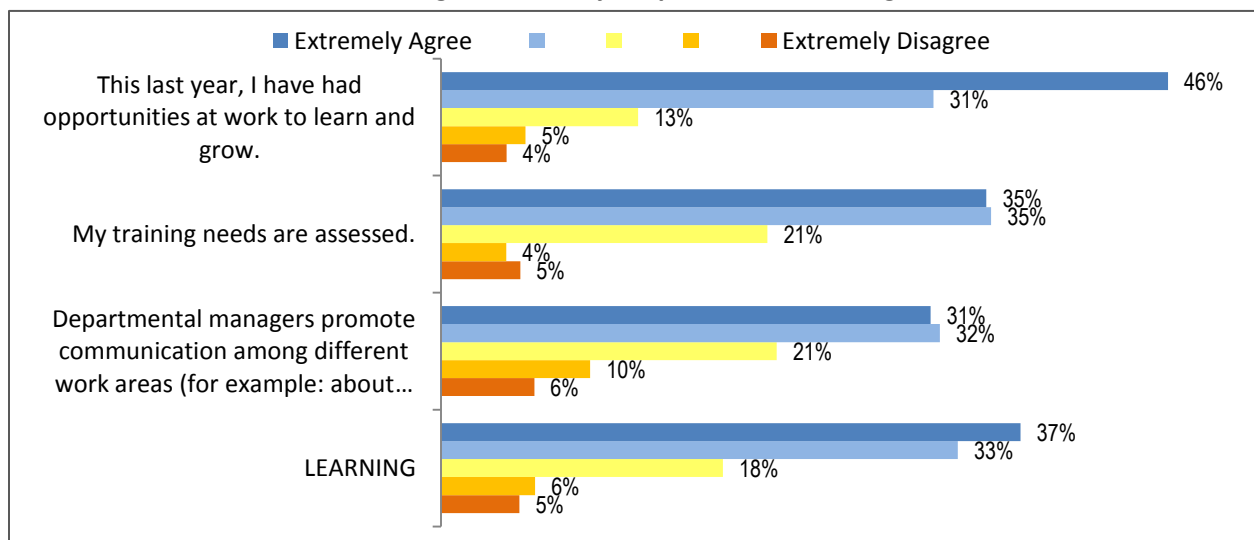
The Learning category ranked number four in the 2016 survey and two of the three attributes improved ratings when compared to the 2015 survey. Differences are not statistically significant.

Seventy-seven percent of survey respondents agreed that in this past year, they had had an opportunity to learn and grow. In addition, seventy percent of them agree that the City or their departments have a process to assess their needs for training. So there appears to be a gap (seven percent in 2016 and nine percent in 2015) between the City providing opportunities for employees to learn and grow and skill assessment programs that allows for the creation of personal development and training plans. Bridging this gap is critical for an organization to grow and remain competitive as a factor of having the right people with the right set of skills serving roles and functions that help drive business results and support the organization's strategies and goals.

Table 8: Learning Survey Results (2015-2012)

LEARNING												
ATTRIBUTE	Top 2 Score						Mean Score					
	2016	2015	2014	2013	2012	DIFF vs. 2015	2016	2015	2014	2013	2012	DIFF vs. 2015
	%	%	%	%	%	%						
This last year, I have had opportunities at work to learn and grow (38)	77	77	-	-	-	0	4.1	4.1	-	-	-	0.0
My training needs are assessed (39)	70	68	52	63	53	2	3.9	3.8	3.4	3.7	3.5	0.1
Departmental managers promote communication among different work areas (for example: about projects, goals, and needed resources) (40)	63	60	51	61	50	3	3.7	3.8	3.4	3.6	3.5	0.0
AVERAGE SCORES FOR CATEGORY	70	68	55	65	55	2	3.9	3.9	3.5	3.7	3.6	0.0

Figure 7: Survey Responses for Learning



6.5 Leadership

The Leadership category focuses on the role senior staff and department level managers play in the workplace. The survey rates fourteen attributes in this area and in 2016, nine of these attributes show improved scores. In two of them (questions 24 and 25) the difference is statistically significant (highlighted in red).

Table 9: Leadership Survey Results (2015-2012)

LEADERSHIP												
ATTRIBUTE	Top 2 Score						Mean Score					
	2016	2015	2014	2013	2012	DIFF vs. 2015	2016	2015	2014	2013	2012	DIFF vs. 2015
	%	%	%	%	%	%						
Employees are protected from health and safety hazards on the job (29)	74	73	69	79	70	1	4.0	4.0	3.9	4.0	3.9	0.0
I can disclose a suspected violation of any law, rule or regulation to my supervisor without fear of reprisal (34)	74	76	69	67	-	-2	4.1	4.1	3.9	3.84	-	0.0
I have a high level of respect for the City's senior leaders (i.e. Administration and department heads)(24)	72	66	61	64	64	6	4.0	3.8	3.6	3.8	3.7	0.2
Department heads communicate the goals and priorities of the whole City (27)	71	66	60	62	52	5	3.9	3.8	3.6	3.7	3.5	0.1
My department head maintains high standards of honesty and integrity (26)	68	71	59	61	56	-3	3.9	3.9	3.6	3.7	3.6	0.0
I can disclose a suspected violation of any law, rule or regulation to administration without fear of reprisal (35)	68	68	66	66	-	0	3.9	3.9	3.8	3.82	-	0.0
Coercion for partisan political purposes is not tolerated (33)	64	62	60	64	-	2	3.8	3.8	3.7	3.78	-	0.0
In the City, leaders maintain levels of motivation and commitment in the workplace (25)	63	58	54	59	55	5	3.8	3.6	3.4	3.6	3.5	0.2
My department head puts employees first when it comes to recognition (36)	63	58	-	-	-	5	3.7	3.57	-	-	-	0.2
My department head thinks about possibilities and solutions, not about what is wrong (37)	63	61	-	-	-	2	3.8	3.73	-	-	-	0.0
Complaints, disputes and grievances are resolved fairly in my work unit (31)	56	52	46	53	49	4	3.5	3.5	3.2	3.4	3.3	0.1
The City has prepared employees for potential security threats (30)	56	59	58	66	58	-3	3.6	3.6	3.6	3.8	3.6	-0.1
Personal favoritism is not tolerated (32)	49	41	39	43	-	8	3.3	3.2	3.0	3.08	-	0.1
I have a best friend at work (28)	43						3.2					
AVERAGE SCORES FOR CATEGORY	63	62	59	62	55	1	3.7	3.7	3.6	3.7	3.5	0.0

On the positive side, the majority of employees (72 percent) who took a survey hold their senior leaders in high regard and feel they are worthy of respect. This score corresponds to a six percent increase in ratings since 2015 and it is statistically significant. Senior leaders continue to be perceived as being trustworthy by 68 percent of the employees who agree that they can disclose a suspected violation of any law, rule or regulation

to administration without fear of reprisal. In addition, 63 percent feel that leaders do a good job at keeping them motivated by also showing their own commitment to the workplace (this rating shows a five percent increase).

When the questions shift to department heads and supervisors, 74 percent of the employees agree that they can disclose a suspected violation without fear of reprisal. In other words, employees feel more comfortable taking about sensitive issues to a direct supervisor than to a senior leader or someone at administration. In general, department heads are seen as sharing very desirable attributes by the great majority of the staff they supervise: high standards of honesty and integrity (68 percent), focus on solutions not problems (63 percent), effective communication of goals and priorities (71 percent), employee recognition (63 percent), and fair resolution of disputes and grievances (56 percent).

The leadership category includes four of the ten attributes that were rated the lowest in the 2016 survey. These attributes deal with conflict resolution, security threats, favoritism, and having a best friend at work.

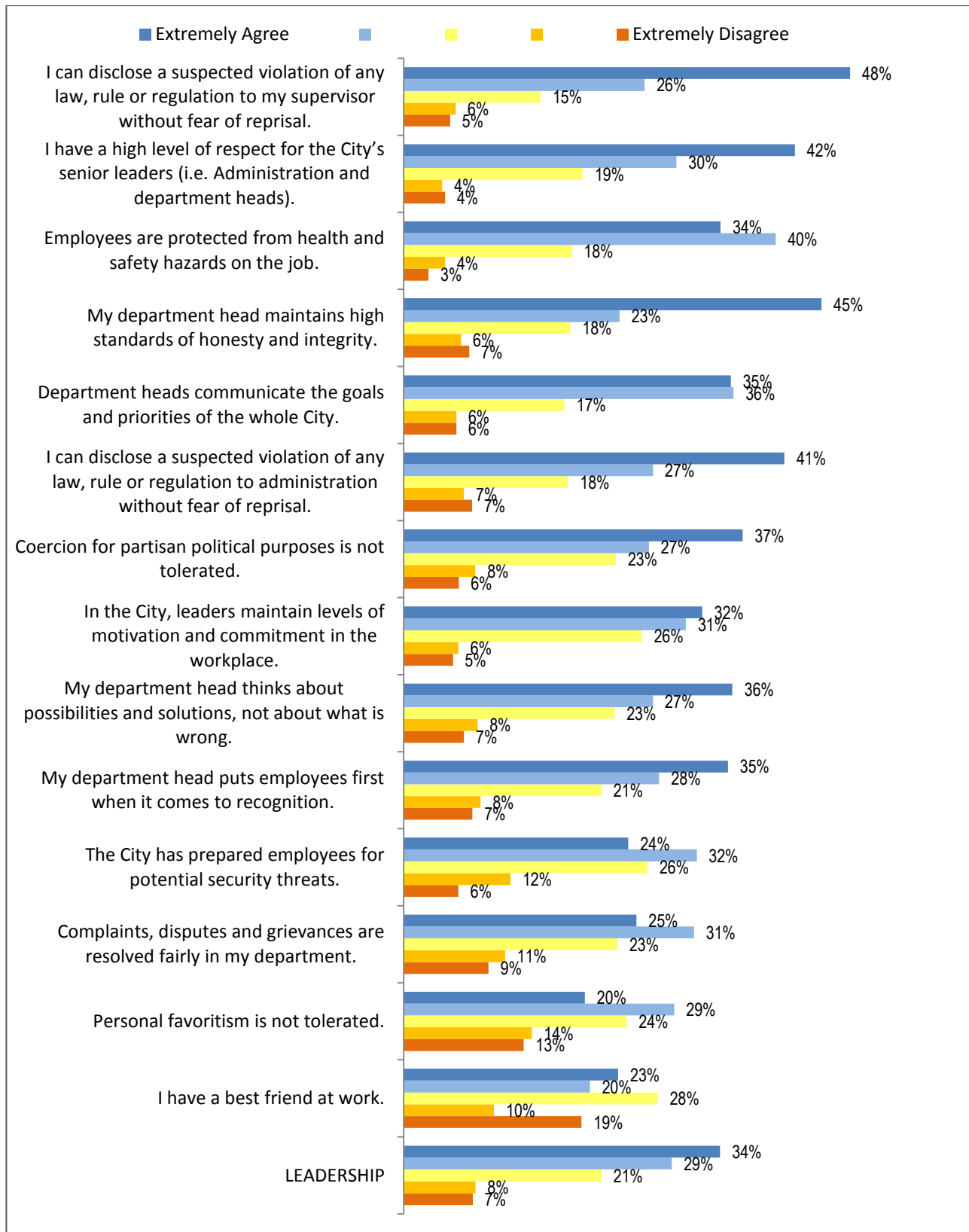
Favoritism at the workplace can have a detrimental effect on morale and job satisfaction. While 49 percent agree that there is no favoritism at the workplace, 27 percent disagree and 24 percent chose a neutral option which indicates uncertainty, thus employees can think of reasons to feel positive and reasons to feel negative, but can't make up their minds either way. This in itself can be indicative of a potential issue that needs addressing.

In regards to safety, employees seem to have concerns in the City's ability to prepare them for potential security threats. Positive scores in this area (56 percent) have dropped three percent since 2015 and 18 percent of employees feel unprepared for a potential security threat with another 26 percent feeling uncertain.

Another area of potential risk is in regards to conflict resolution. Although employees in 2016 feel more positive about this issue (5 percent increase in satisfaction), 23 percent can't make up their minds about this issue and 17 percent feel that there are problems with how conflicts and grievances are handled at their work units.

Figure 8 displays all survey responses in the Leadership Category. Although there are some opportunities for improvement, most scores are highly positive.

Figure 8: Survey Responses for Leadership



6.6 Performance Culture

The Performance Culture category continues to be the lowest ranked category when compared to all others. Over the years, there has been an incremental improvement in performance from the 35 percent overall agreement rating reported in 2011, to the 58 percent in 2016. This is a good indication that the City is making efforts to improve how performance is both evaluated and rewarded.

In general, only one of the nine attributes in this area shows a drop in scores in 2016, this corresponds to employee performance evaluation in regards to employees understanding what they need to do to be rated at a different performance level for advancing within their careers. This attribute shows a two percent drop in positive scores when compared to 2015. All other attributes improved satisfaction ratings and five of them, show differences in performance that are statistically significant, these have been highlighted in red font (Table 10).

The biggest improvement (14 percent) in performance in 2016 corresponds to employees feeling that managers or department heads recognize differences in performance in a meaningful way and how promotions are determined. In general, employees feel more positive in 2016 about both aspects of their employment. This is highly encouraging considering that in 2011 only 24 percent of the employees who took the survey, felt promotions were based on true merit and 20 percent felt their managers recognized good performance in a meaningful way.

The top area of performance in this category continues to be accountability for achieving results and goals. In 2016, 83 percent of employees who took the survey agree that their managers and leaders hold employees accountable for reaching goals and achieving milestones. This is very positive in that it allows employees to feel personally invested in the success of their organizations which in itself enhances the work experience and the feelings of personal accomplishment.

Another area of positive gains is the area of diversity. Sixty-four percent of employees feel that the City is doing a good job at implementing policies and programs focused on promoting diversity at the workplace. Scores in this area are four percent higher than in 2015 and 21 percent higher than 2011 when the survey was first conducted. Eight percent of the employees feel that the City is not doing enough to embrace diversity.

While these ratings are highly positive, the actual implementation of departmental evaluation processes, as far as dealing with low performers, is perceived less favorably. Only 39 percent of survey respondents agree that steps are taken to deal with poor performers who cannot or will not improve. While this corresponds to a seven percent increase in satisfaction compared to 2015; still the majority of survey respondents (60 percent) disagree or are highly unsure about this issue.

Forty-seven percent of survey respondents feel that differences in performance are recognized in a meaningful way, although this is also much better than in 2015 (33 percent), the majority still feels otherwise, likewise when considering creativity and innovation.

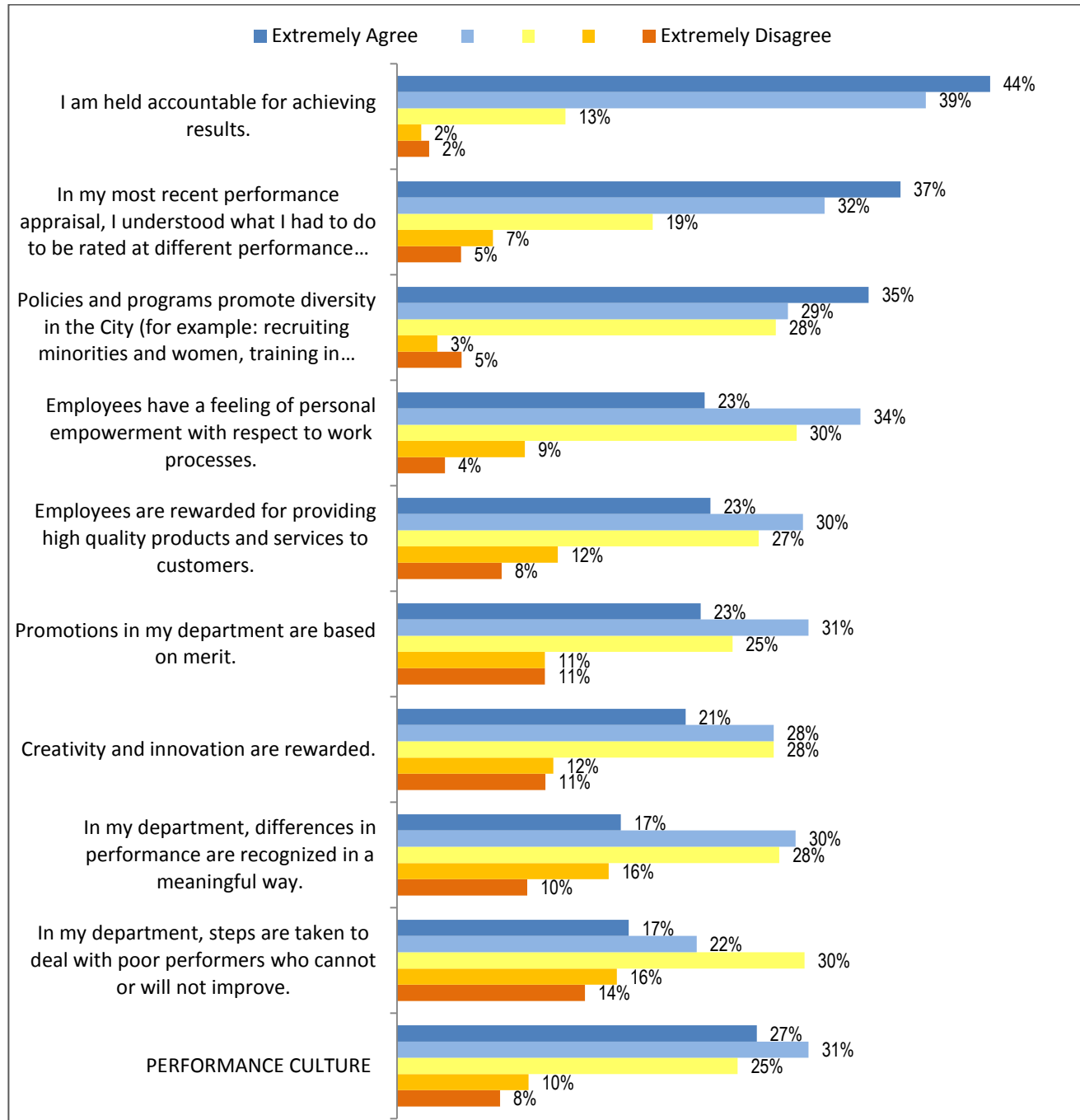
Table 10 presents a comparison of Performance Culture attributes across time, and shows statistically significant differences from 2015 results in red font.

Table 10: Performance Culture Attribute Survey Results (2015-2012)

PERFORMANCE CULTURE												
ATTRIBUTE	Top 2 Score						Mean Score					
	2016	2015	2014	2013	2012	DIFF vs. 2015	2016	2015	2014	2013	2012	DIFF vs. 2015
	%	%	%	%	%	%						
I am held accountable for achieving results (20)	83	80	76	77	73	3	4.2	4.1	3.9	4.0	4.0	0.1
In my most recent performance appraisal, I understood what I had to do to be rated at different performance levels (19)	69	71	67	64	59	-2	3.9	3.9	3.7	3.7	3.6	0.0
Policies and programs promote diversity in the City (for example: recruiting minorities and women, training in awareness of diversity issues, mentoring (22)	64	60	53	55	53	4	3.9	3.7	3.5	3.6	3.5	0.1
Employees have a feeling of personal empowerment with respect to work processes (16)	57	51	42	47	36	6	3.6	3.5	3.2	3.4	3.2	0.1
Employees are rewarded for providing high quality products and services to customers (17)	53	47	37	41	33	6	3.5	3.3	3.0	3.1	3.0	0.2
Promotions in my department are based on merit (14)	54	40	39	41	35	14	3.4	3.2	3.0	3.0	2.9	0.3
Creativity and innovation are rewarded (21)	49	41	34	44	30	8	3.4	3.1	2.9	3.2	3.0	0.2
In my department, differences in performance are recognized in a meaningful way (18)	47	33	31	36	29	14	3.3	3.1	2.8	3.0	2.8	0.2
In my department, steps are taken to deal with poor performers who cannot or will not improve (15)	39	32	27	30	26	7	3.1	2.9	2.6	2.7	2.6	0.2
AVERAGE SCORES FOR CATEGORY	58	51	45	48	42	7	3.6	3.3	3.2	3.3	3.2	0.3

Figure 9 displays individual survey responses for each attribute. Items with neutral scores of 30 percent or higher suggest uncertainty or indifference, which presents opportunity for further exploration as this can signify people divided between feeling negative or positive about the statement. Items with negative responses of 20 percent or higher require special focus.

Figure 9: Survey Responses for Performance Culture

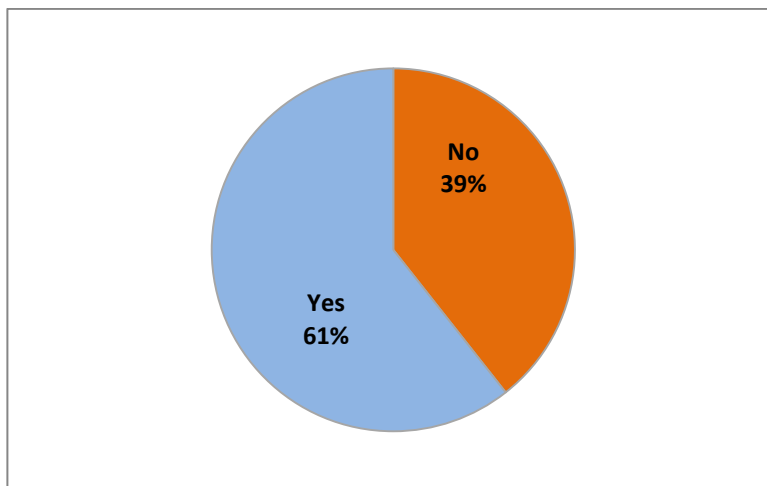


6.7 Employee Praise and Recognition

Verbal recognition for doing good work is critical for making an employee feel that what they do is important and that their contribution makes a difference to the organization. People want to be recognized and noticed. According to recent research done by the U.S. Department of Labor, the main reason why Americans quit their jobs is because they do not feel appreciated.²

The 2015 survey introduced a new question to the Employee survey “In the last seven days, I have received recognition or praise for doing good work.” Survey results showed an even split between those who had received verbal praise and those who had not. In 2016, the majority of the employees (61 percent) report that a supervisor or manager has verbally told them they are doing a good job in the last seven days. Figure 10 shows those results.

Figure 10: Verbal Recognition Results



² http://www.gallup.com/businessjournal/13888/Best-Ways-Recognize-Employees.aspx?g_source=RECOGNITION&g_medium=topic&g_campaign=tiles

6.8 Employee Recommendation Scores

The Employee Survey asks respondents to rate how likely they are to recommend the City as a good place to work. The question uses a 10-point scale where 0 means “Not Likely At All” and 10 means “Extremely Likely.” This scale allows for the calculation of a Net Promoter Score® (NPS). This score is used to gauge employee loyalty; loyal employees are less likely to leave the organization, are likely to be more engaged, happier and more productive and this leads to substantial cost savings in terms of recruitment, training, and development.

The Net Promoter Score® (NPS) has been correlated to corporate success and it is based on the Loyalty Business Model built upon the premise that quality of product or service leads to customer satisfaction, which leads to customer loyalty, which leads to profitability or company success.³ The same premise applies to loyal and engaged employees who are satisfied with their workplace and produce good quality services; which in turn lead to organizational success.

According to the Net Promoter Score® (NPS) customer loyalty index, this single question can provide the best measure of a company’s performance and growth through the eyes of both internal customers (employees) and external customers (Germantown community).⁴ The Net Promoter Score, or NPS®, is based on the fundamental perspective that every company’s customers or employees can be divided into three fundamental categories: Promoters, Passives, and Detractors.

Promoters (score 9-10) are loyal, proud, and enthusiastic employees who are committed to the workplace and engage in positive word-of-mouth regarding their work place and career opportunities.

Passives (score 7-8) are satisfied but less unenthusiastic employees who are vulnerable to other competitive job offerings; they are likely committed to the workplace but at risk of leaving.

Detractors (score 0-6) are unhappy employees who can damage your brand and impede growth through negative word-of-mouth. They are likely to be unmotivated but not likely to seek other employment.

Figure 11 shows the Net Promoter Score for the City of Germantown. Survey results shows that 56 percent of employees who took the survey are Promoters, while 17 percent are Detractors, giving Germantown a net-promoter score of 39. The NPS can range from a low -100 if every employee is a Detractor to a 100, if every employee is a Promoter. According to Reichheld any positive (higher than zero) NPS is good and a score above 50 is excellent.

Survey results show that 56 percent of all employees who took the survey can be grouped under the Promoter Category. Promoters are excited about their jobs and are highly likely to promote the City as a great place to work. These workers are emotionally engaged in the workplace. They care about their careers and they want their organization to succeed. They are willing to go the extra mile for the company and their colleagues.

Twenty-seven percent of all employees that completed the survey can be grouped under the Passive Category. Passives are not completely disengaged but they lack drive and enthusiasm. They are likely more receptive to

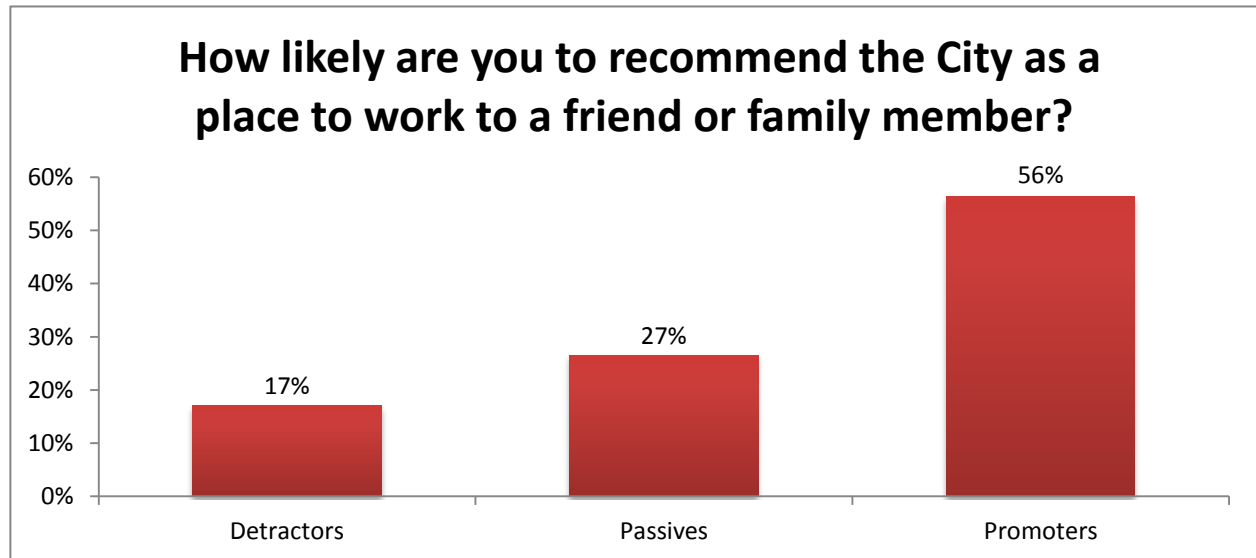
³ Storbacka, K. Strandvik, T. and Gronroos, C. (1994) "Managing customer relationships for profit", International Journal of Service Industry Management, vol. 5, no 5, 1994, pp 21-28.

⁴ Reichheld, Frederick F. (December 2003). ["One Number You Need to Grow"](#). *Harvard Business Review*.

managers addressing their concerns and determining what they need to improve their experience at the workplace.

Seventeen percent of all employees that completed the survey can be grouped under the Detractor Category. Detractors are employees not satisfied with their workplace and can hurt the image or brand of the organization they work for by negative word of mouth. It is important to attempt to listen to the concerns of these employees through one-on-one discussions to see if their concerns can be resolved or not. The NPS for Germantown increased two percent in 2016.

Figure 11: Net Promoter Score Results



Detractors (0-6)	Passives (7-8)	Promoters (9-10)	Net Promoter® Score
57	89	189	39
17%	27%	56%	

7.0 Survey Results by Departments

The following section provides survey results broken down by department. Ninety percent of employees who completed a survey marked down the department they work for. Because sample size is small in most departments, these results should be interpreted with caution.

7.1 Composite Top-2 Score by Department

Composite scores were compared by department. In particular, Top-2 scores per category were compared by department as shown in Figure 12. Note that sample size was too small to conduct a statistical significance test. As sample size per department is small for some departments, difference of Top-2 scores need to be carefully interpreted.

Results by department show that Administration and IT Departments report the highest ratings in the Job Satisfaction Category. Great Hall shows the highest level of satisfaction in the Leadership Category. Procurement/Warehouse and Great Hall show high levels of satisfaction in the Performance Culture Category. Personal Work Experience is rated the highest by Great Hall employees and the Parks Department. Administration, Procurement/Warehouse, and Great Hall employees rate employee recruitment, development and retention the highest. The Learning Category is rated the highest by Great Hall employees and Procurement/Warehouse employees.

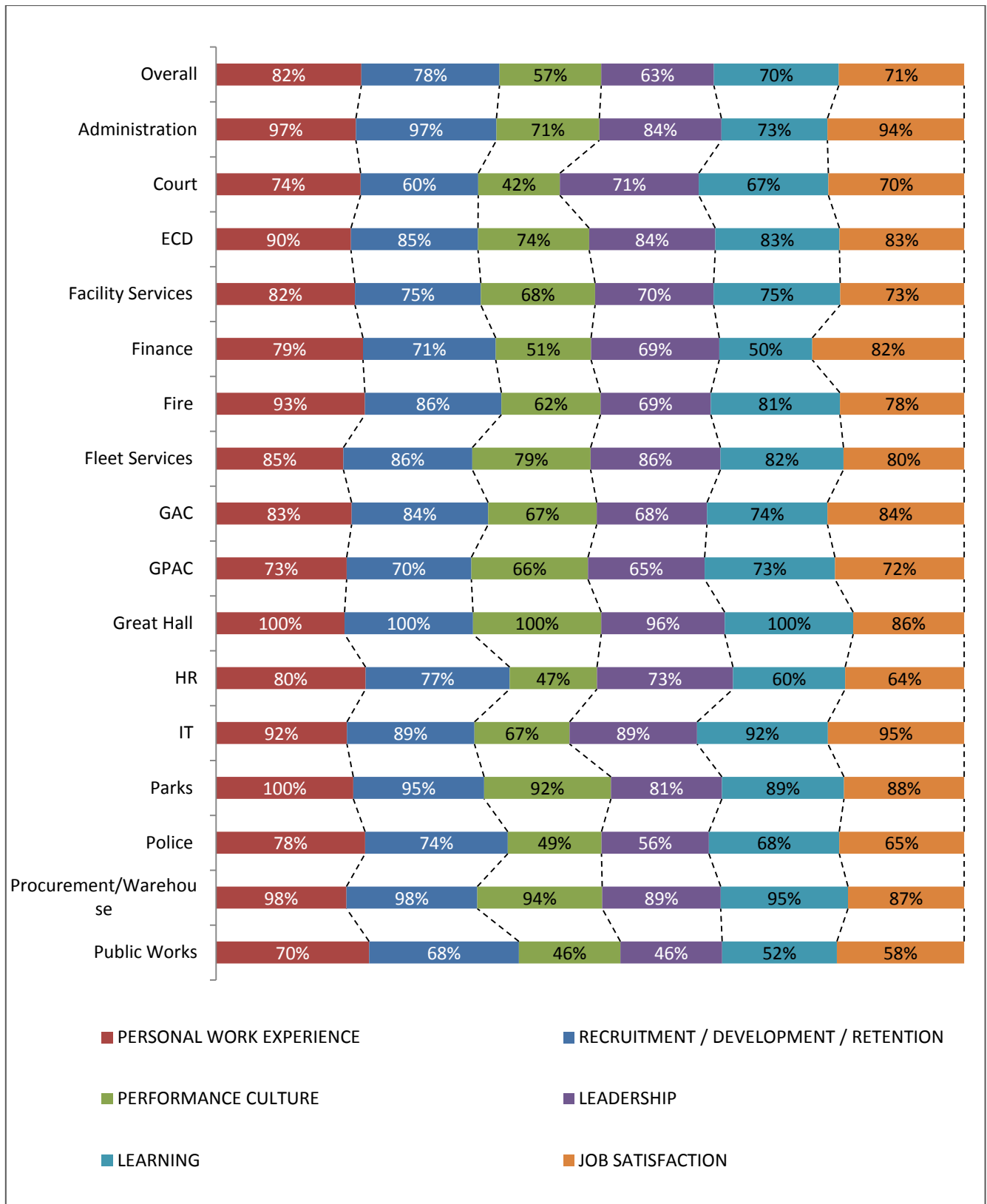
The top three departments with the highest percentage of positive scores are: Great Hall (97 percent Top-2 average), Procurement/Warehouse (93 percent Top-2 average) and Parks Department (91 percent Top-2 average). The bottom three departments with the lowest percentage of positive scores are: Public Works (57 percent), Court (64 percent) and Police (65 percent).

Table 11 shows Top-2 scores for departments that fall ten percent below the group average for each category. It is also important to notice those departments that show several areas ten percent below the group average, such as in the case of Public Works.

Table 11: Top-2 Scores Ten Percent below Average

Department	PERSONAL WORK EXPERIENCE	RECRUITMENT / DEVELOPMENT / RETENTION	PERFORMANCE CULTURE	LEADERSHIP	LEARNING	JOB SATISFAC -TION
Court	74%	60%	42%	-	-	-
Finance	-	-	-	-	50%	-
GPAC	73%	70%	-	-	-	-
HR	-	-	47%	-	60%	64%
Police	-	-	-	56%	-	65%
Public Works	70%	68%	46%	46%	52%	58%

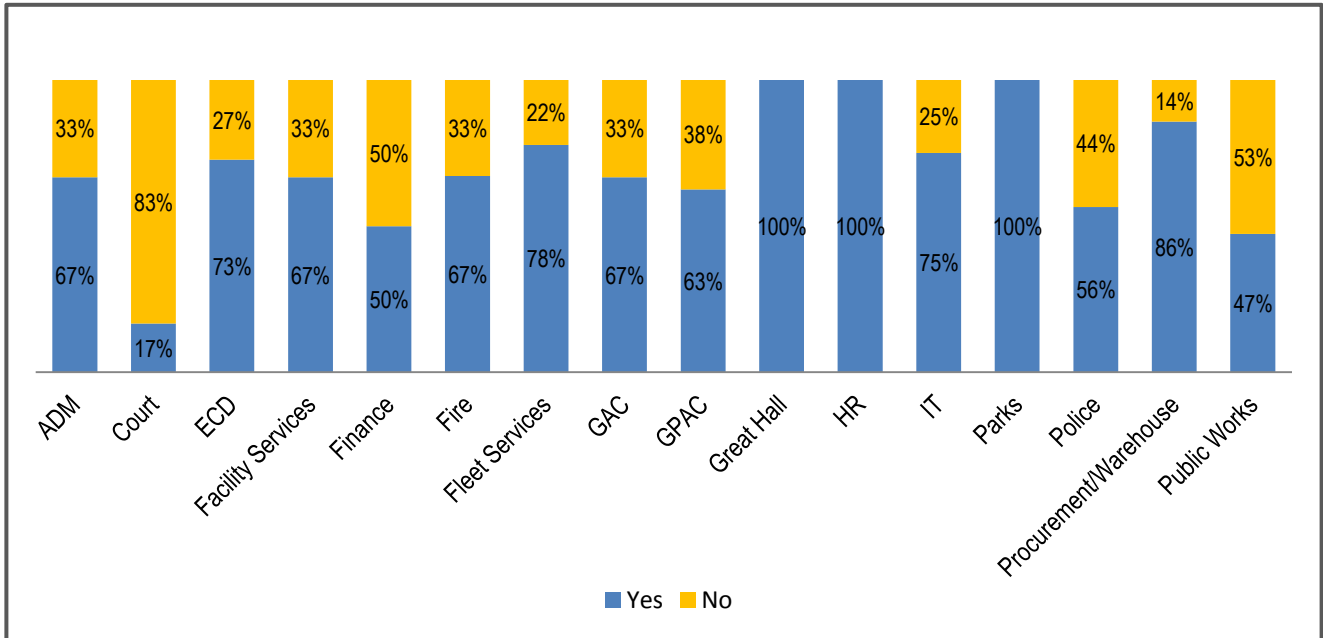
Figure 12: Composite Score Top-2 Score by Department



7.2 Verbal Recognition by Department

Survey respondents were asked if in the last seven days they had received recognition or praise from doing a good job. As previously reported, in the 2016 survey, the majority (61 percent) said yes. Figure 13 shows survey responses broken down by department. Employees working for the municipal court, public works and finance departments show lowest percentage of positive responses in 2016. The proportion of positive scores for the municipal court and public works is lower in 2016 but higher for the finance department.

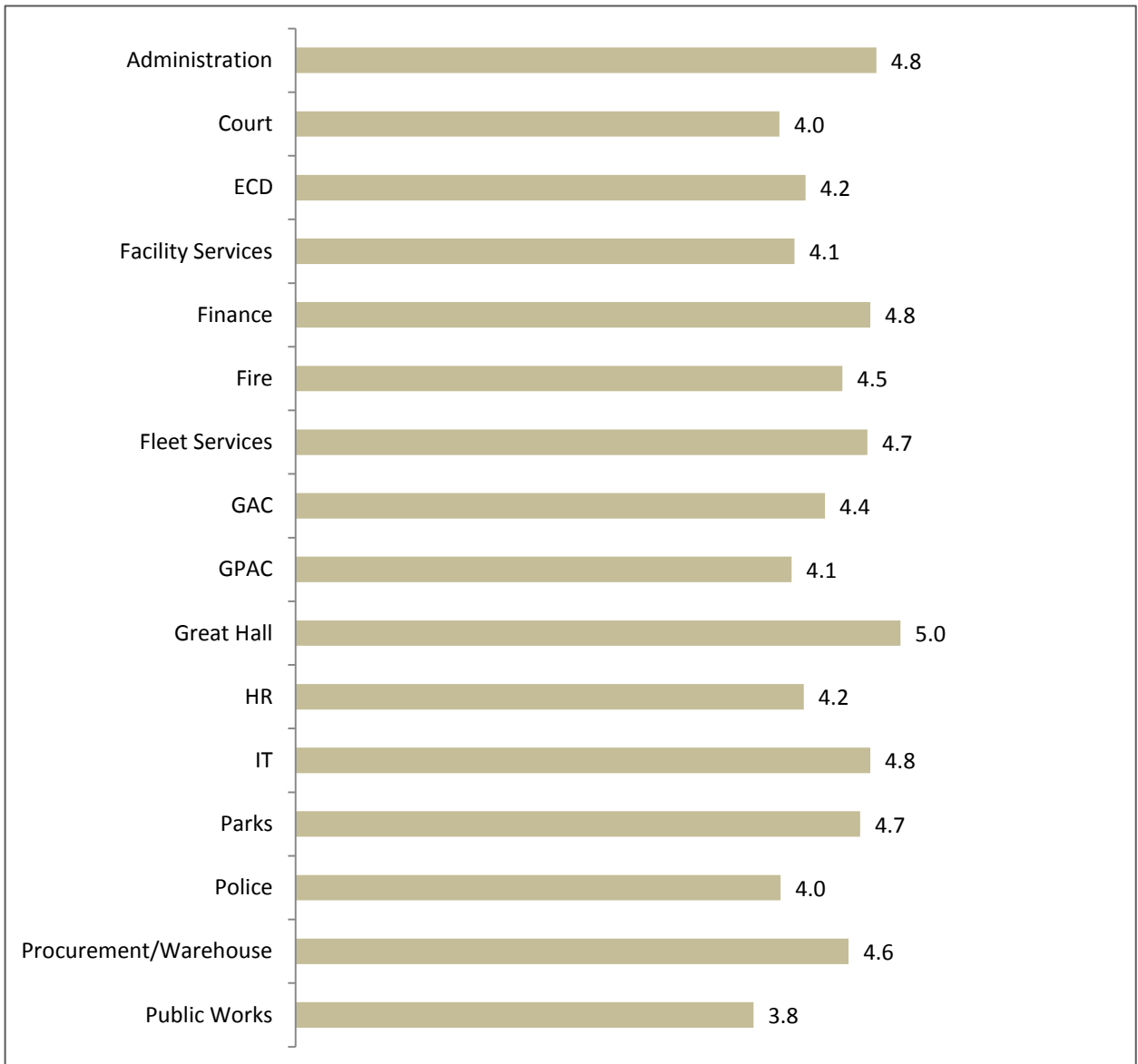
Figure 13: Recognition and Praise by Department



7.3 Overall Job Satisfaction by Department

Survey respondents were asked to rate their job satisfaction considering all their experiences and everything that came to mind at the time. Figure 14 displays the average mean score by department. A score above a 4 and closer to a 5 shows greater satisfaction.

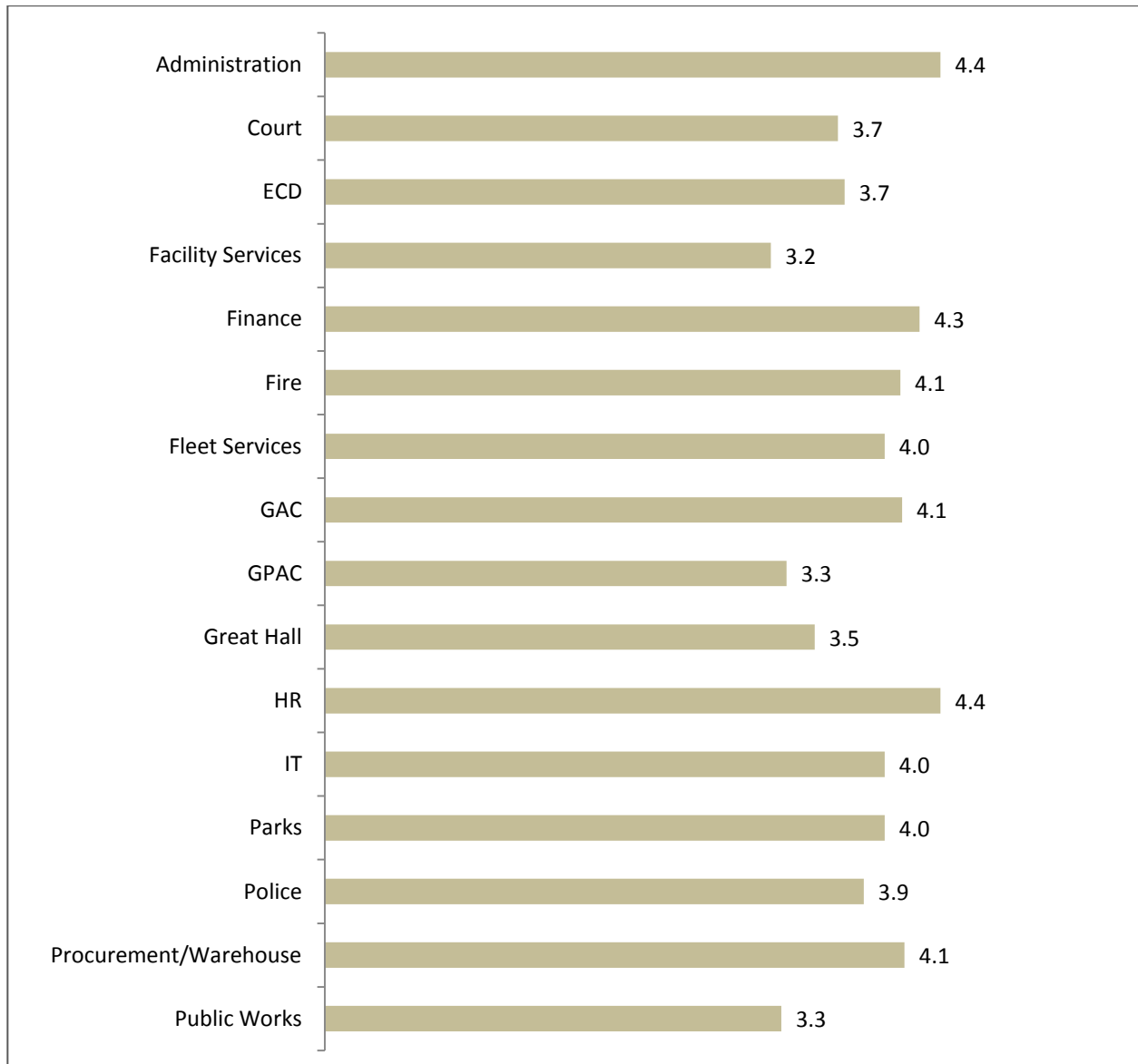
Figure 14: Job Satisfaction by Department



7.4 Overall Satisfaction with Pay by Department

Survey respondents were asked to rate their satisfaction with their pay. Figure 15 shows the average mean score by department. A score above a 4 and closer to a 5 shows greater satisfaction.

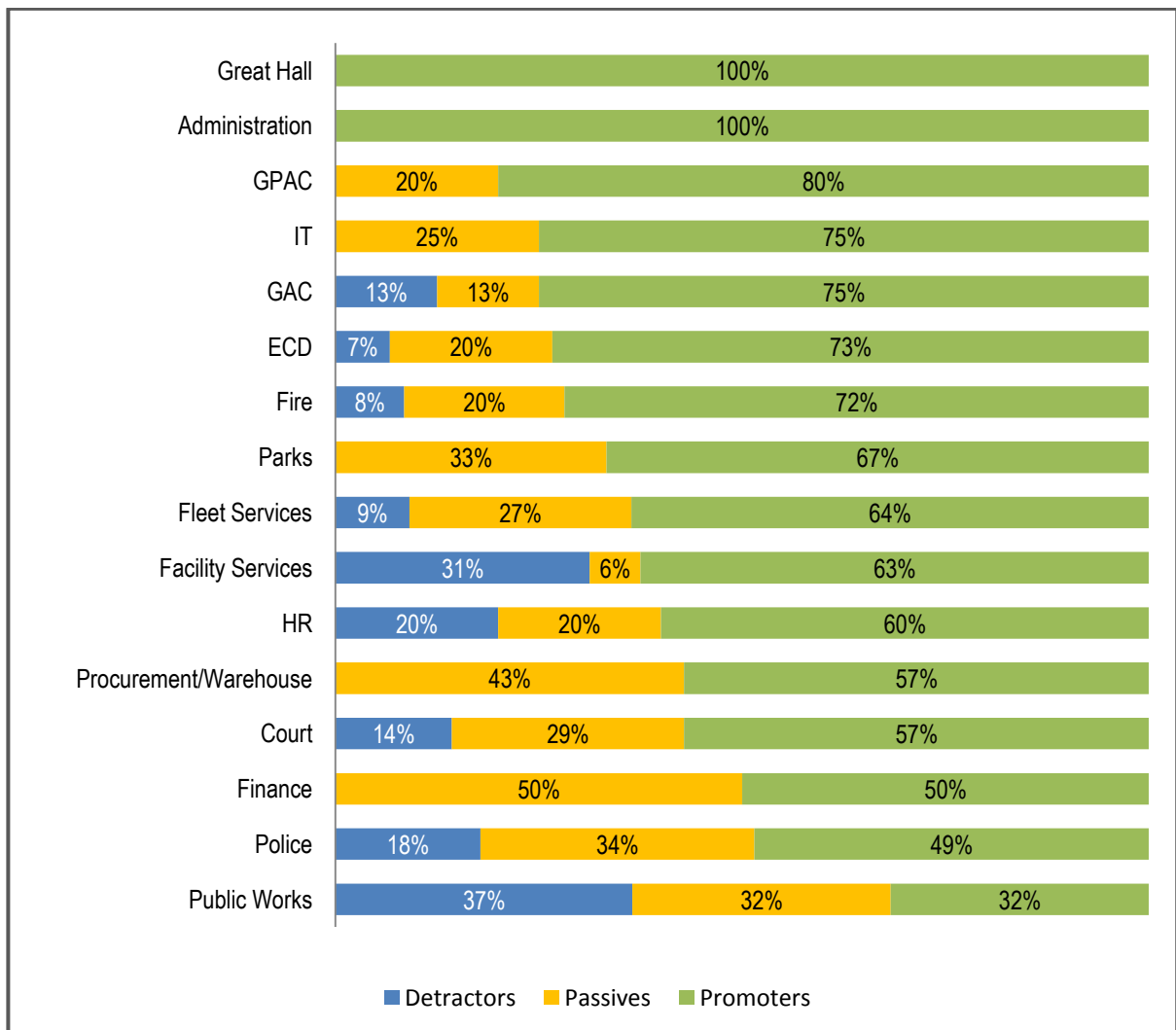
Figure 15: Satisfaction with Pay by department



7.5 Net Promoter Results by Department

Table 16 shows survey results for the Net Promoter question (how likely are you to recommend the City as a place to work to a friend or family member) broken down by department. The percentages displayed correspond to the proportion of employees that can be considered Promoters, Passives or Detractor in each department. The City should work with departments that show a percentage of Detractors higher than the group average (group average is 17 percent) and especially with large departments like Public Works where over one third of the employees can be considered a Detractor. Sample size per department is small and these results should be interpreted with caution.

Figure 16: Promoters, Passives and Detractors by Department



8.0 Employee Demographics

The following section provides statistics on the demographic composition of the survey respondents. Figure 17 displays department of service of those who completed a survey.

Figure 17: Department of Service

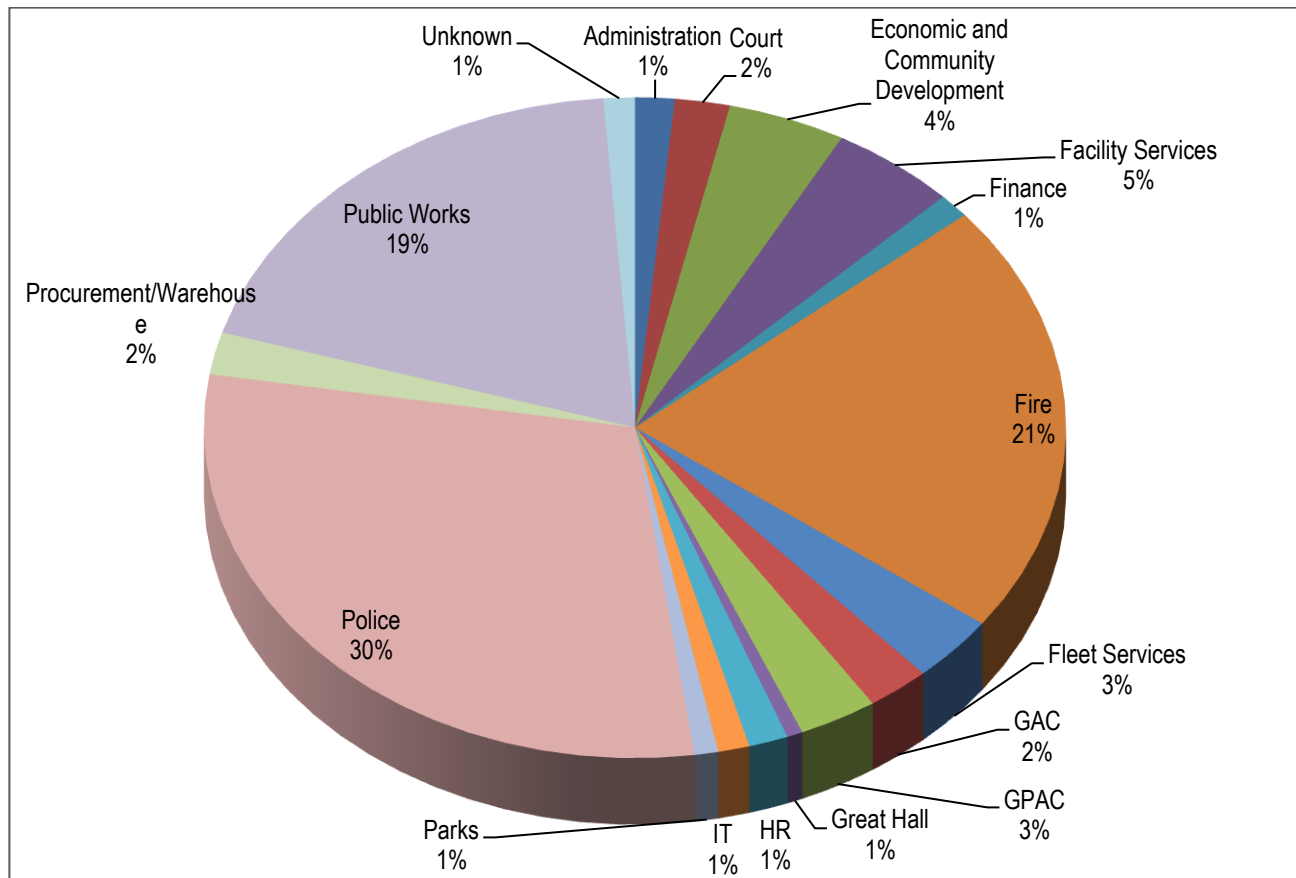


Figure 18 displays employee length of service with the City. Survey results show that 73 percent of employees who completed a survey have been employed with the City five or more years. Figure 19 shows these results broken down by department.

Figure 18: Employee Length of Service (tenure)

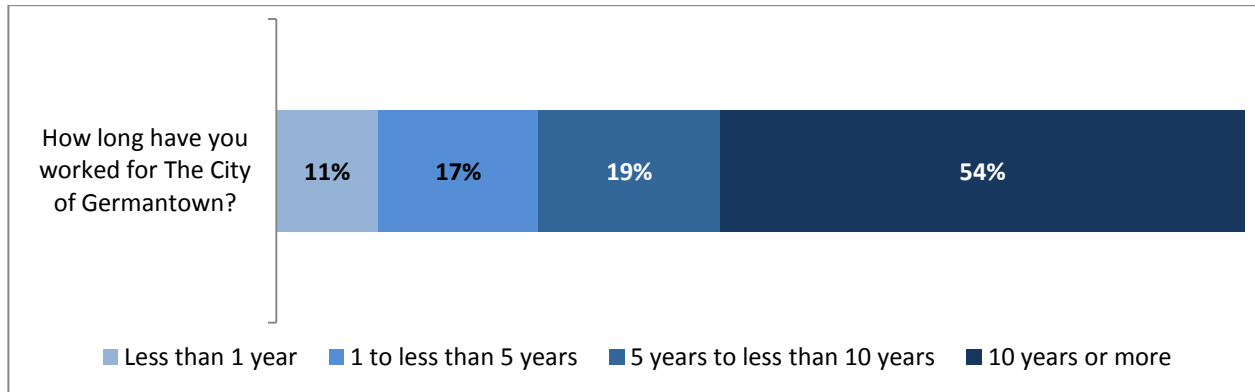
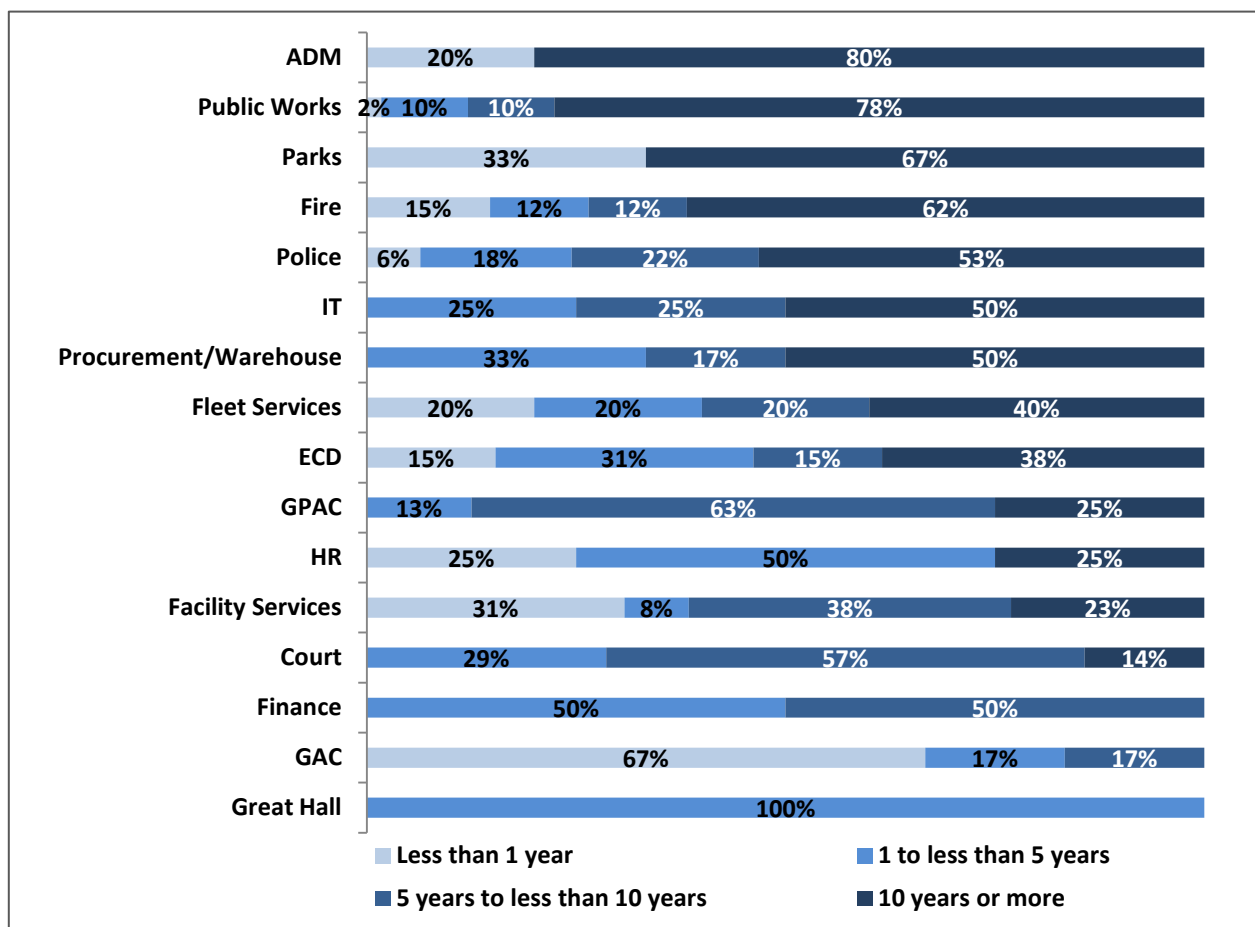


Figure 19: Employee Length of Service by Department



9.0 Summary of Employee Comments

The 2016 survey asked respondents to provide comments or suggestions about City services. Thirty-two percent of the employees who completed a survey provided comments or suggestions. These results were summarized into 18 different categories displayed in Table 12. A full list of verbatim comments is available in the appendix section.

Table 12: Summary of Open Comments

Comments	Count	% of Total Responses
Happy/no complaints/love my job	30	12%
New Ideas/feedback	28	11%
Upper management and leadership Issues	27	11%
Budget and spending/issues with equipment and resources	24	9%
Bigger picture/goals/direction/future/Lack of motivation	22	9%
Better benefits/benefit restructuring	16	6%
Rules of integrity/rules/discipline/policy enforcement	16	6%
More accountability	15	6%
Better Inter-departmental Communication/general communication	13	5%
Comments about evaluations and awards	11	4%
Better Compensation/pay raises	8	3%
Stop Favoritism	7	3%
Better Training/Development	7	3%
Earlier Retirement	6	2%
Better opportunities for advancement and promotions	5	2%
Hiring/workloads/staffing shortages	2	1%
Questions value of survey	2	1%
Safety	2	1%
Other	14	5%
Total	255	100%

10.0 Data Analysis

10.1 Global Satisfaction Analysis

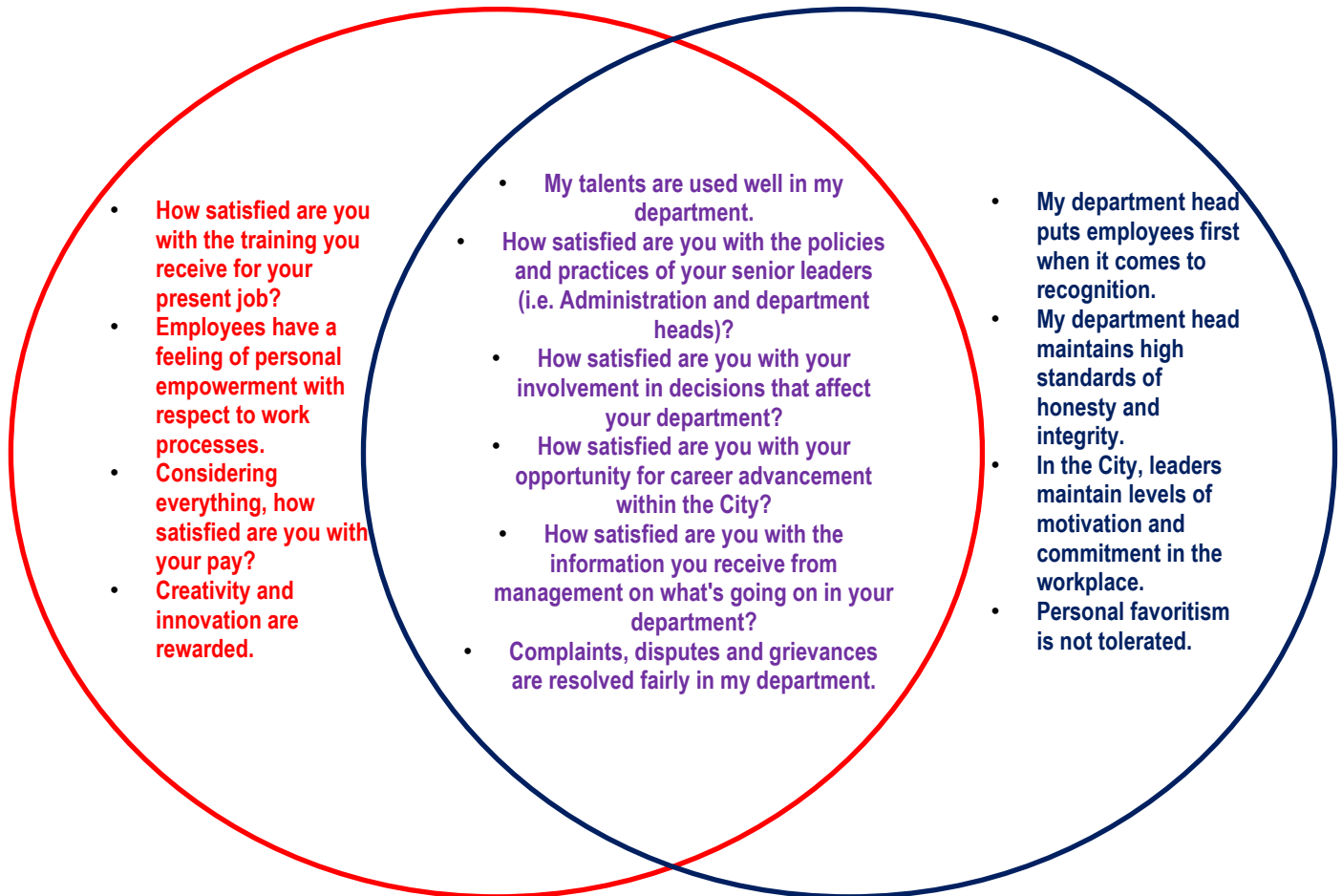
The following section shows results of a correlation analysis conducted to understand the relationship between each individual employee satisfaction measurement and overall job satisfaction ratings, as well as job recommendation to others ratings. This analysis was conducted to identify top drivers among all employee satisfaction attributes that need primary focus to increase overall job satisfaction and job recommendation ratings.

Correlation analysis computes a correlation coefficient, which quantifies the direction and strength of the linear association between the two variables. The closer a correlation coefficient is to a 1 or a -1 indicates a stronger relationship. The positive or negative sign indicates the direction of the relationship. The correlation coefficient between each attribute and job satisfaction ratings was computed and sorted by magnitude of the score, and top drivers with the highest correlation coefficients were identified. The same analysis was repeated between each attribute and recommendation to others scores, and the results are presented in Figure 20.

The purple attributes are the top common drivers that have a strong positive relationship with overall job satisfaction and recommendation to others ratings. These are suggested for primary focus to increase ratings for overall job satisfaction, and recommendation to others scores.

The red attributes are the top drivers for overall job satisfaction and the blue attributes are the top drivers for recommendation to others ratings.

Figure 20: Drivers of Employee Satisfaction



10.2 Employment Engagement Analysis

The employee engagement index can be computed in many different ways, and is typically the percentage of favorable responses to the engagement indicator questions or statements that are repeatedly measured in the employee survey year after year. Based on our literature review, the following twelve questions were carefully selected among the questions from the Germantown Employee Survey for the purpose of measuring the employee engagement score suited for the City employees of Germantown.

Table 13: Engagement Statements

Engagement Related Statements	Top-2 Scores	Mean
I have enough information to do my job well (2)	83.6%	4.2
I have the materials and equipment I need to do my work right (9)	76.0%	4.1
My talents are used well in my department (11)	74.4%	4
In the last seven days, I have received recognition or praise for doing good work (23)*	60.6%	-
My supervisor supports my need to balance work and other life issues (7)	85.5%	4.4
My training needs are assessed (39)	69.9%	3.9
How satisfied are you with your involvement in decisions that affect your department? (41)	58.8%	3.6
I know how my work relates to the City's goals and priorities (12)	86.9%	4.3
In my department, my fellow employees are committed to doing quality work (6)	74.4%	4
I have a best friend at work (28)	43.4%	3.2
In my most recent performance appraisal, I understood what I had to do to be rated at different performance levels. (19)	69.1%	3.9
This last year, I have had opportunities at work to learn and grow (38)	77.8%	4.1

**Q23 is a yes/no question that was not measured using 5-point scale.*

One way to compute the overall organization level employee engagement score is to compute the grand mean score of the selected engagement statements that use a 5-point scale. For Germantown, this overall engagement score was computed with the 11 questions listed in Table 13 that use the 5-point scale, excluding question 23; and the result was a grand mean score of 3.97. The maximum overall engagement score is a 5 for a set of questions that use a 5-point scale. Germantown's score is close to a 4, which means that employees are overall highly engaged. The average top-2 score for the engagement indicator statements is 72 percent.

The statements where Top-2 scores are lower than the average 72 percent are the ones that negatively impact the overall engagement score. Particularly, *I have a best friend at work* (Top 2- 43.4 percent) and *How satisfied are you with your involvement in decisions that affect your department* (Top 2- 58.8 percent) are the bottom two items that Germantown would need to focus on to increase the overall engagement score.

Another way to compute an employee engagement index is to compute three numbers: the percent engaged the percent responsive to engagement and the percent not engaged. These numbers were computed in the following way:

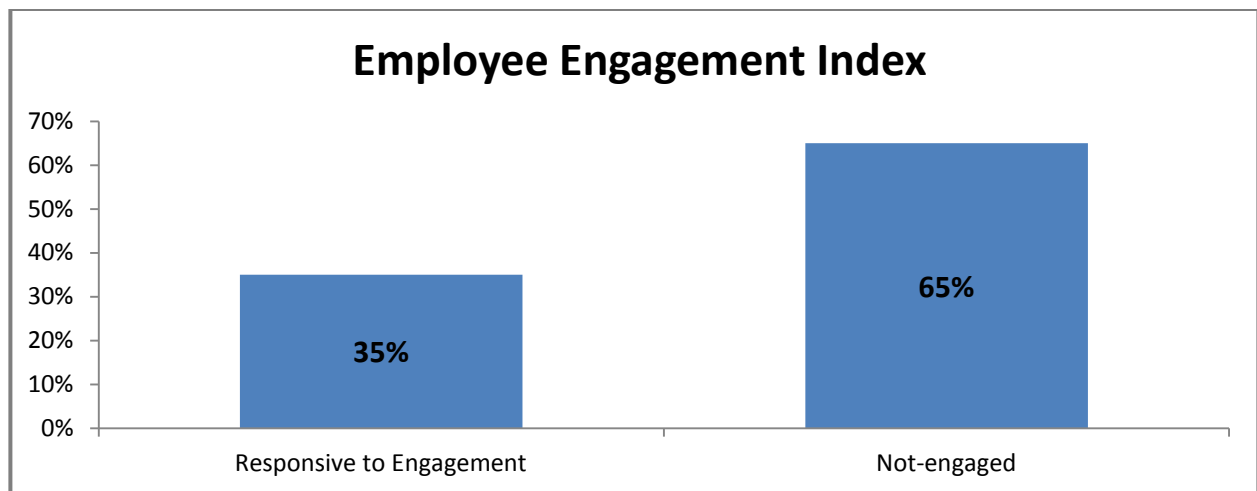
The percent engaged: percent who gave Top-2 (4 or 5) positive ratings to all employee engagement measurement questions.

The percent responsive to engagement: percent who gave Top-3 (4, 5, or 3) positive ratings to all employee engagement measurement questions.

The percent not engaged: percent who give at least one Bottom-2 (1 or 2) negative response to any of the employee engagement measurement questions.

The employee engagement index is used to monitor employee engagement over the years to provide a trend of employee engagement across time. The definition of “engagement” is very strict in that it accounts only for those employees who gave a Top-2 positive rating to **all** twelve questions. Therefore, if at least one Bottom-2 negative response is given to any of the twelve questions, the employee is considered “not engaged”. Note that these percentages are the relative scores that need to be monitored within the organization year after year to track changes and identify trends. The percentage of engaged employees is 16 percent, the percentage of employees who are responsive to engagement (gave Top-3 positive ratings to **all** 12 questions) is 35 percent, and the percentage of employees who are not engaged is 65 percent. Figure 21 shows the proportion of employees who are responsive to engagement to those who are not currently engaged. The ratio between the two groups is about 2-to-1.

Figure 21: Employee Engagement Index



Top-2 positive ratings on overall job satisfaction for the group “responsive to engagement” is 97.5 percent; while for the group “not-engaged” is 70 percent. Therefore, it is important to look into areas where the employees that are “not-engaged” show the largest gap in satisfaction compared to the “responsive to engagement” group to improve overall engagement scores.

Table 14 shows the results of the gap analysis where two statements have been identified as the areas with the largest gap between the two groups, these statements are presented in red font. It is recommended that Germantown focused in these areas of engagement to improve overall scores. In addition, the group “not-engaged” show the lowest Top-2 rating in the statement: *I have a best friend at work*. Providing the right atmosphere where the employees feel comfortable and cared for by people they work with and work for will help to positively improve the engagement score.

Table 14: Top-2 Comparison Scores between Not-Engaged Group vs. Responsive to Engagement Group

	Disengaged	Responsive to Engagement	Gap
I have enough information to do my job well (2)	76%	98%	-23%
I have the materials and equipment I need to do my work right (9)	67%	92%	-26%
My talents are used well in my department (11)	64%	93%	-29%
In the last seven days, I have received recognition or praise for doing good work (23)*	33%	100%	-67%
My supervisor supports my need to balance work and other life issues (7)	78%	99%	-21%
My training needs are assessed (39)	58%	92%	-34%
How satisfied are you with your involvement in decisions that affect your department? (41)	43%	87%	-44%
I know how my work relates to the City's goals and priorities (12)	81%	97%	-16%
In my department, my fellow employees are committed to doing quality work (6)	68%	87%	-19%
I have a best friend at work (28)	32%	64%	-32%
In my most recent performance appraisal, I understood what I had to do to be rated at different performance levels. (19)	58%	89%	-31%
This last year, I have had opportunities at work to learn and grow (38)	67%	97%	-31%

*Yes response was considered as the top response.

10.3 Benchmark Analysis

This section discusses benchmark analysis that compares 2016 survey results with secondary data that is publicly available. For this analysis NuStats reviewed national level data to identify items that could be compared based on general methodology, question wording, scale used to rate the items and the population who responded to the survey questions. The peer group used in this comparison comes from national level data collected by the U.S. Office of Personnel Management. The tool used for comparison is the Federal Employee Viewpoint Survey (FEVS)⁵ which is conducted every year. In 2015, 421,748 U.S. federal employees responded to the survey which was self-administered by web. Employees who participated in the survey included individuals who work in a large array of occupations across the U.S. with varying backgrounds which encompasses the Federal Workforce. The response rate for the 2015 survey was 49.7 percent.

The following highlights have been identified when comparing the Germantown Employee Survey results with national benchmarks:

- ✓ Job satisfaction as reported by Germantown City Employees is 16 percent **higher** than the national benchmark.
- ✓ Germantown City Employees are 58 percent satisfied with their opportunities for career advancement within the City, compared to 35 percent of the national benchmark.
- ✓ Eighty-two percent of Germantown City Employees feel personal accomplishment with respect to their jobs as compared to 43 percent of the national benchmark.
- ✓ Ninety-one percent of City employees like the work they do as compared to 83 percent of the national benchmark.
- ✓ Employee satisfaction with their pay is eight percent **higher** than the national benchmark.
- ✓ Employee satisfaction with their health benefits is four percent **lower** than the national benchmark.
- ✓ Employee satisfaction with how the City prepares them for potential security threats is twenty percent **lower** than the national benchmark.

NuStats was able to compare thirty-seven survey items with the Employee Viewpoint Survey. Table 13 shows these results.

⁵ http://www.fedview.opm.gov/2015FILES/2015_FEVS_Gwide_Final_Report.PDF

Table 15: National Benchmark Results

Germantown Employee Survey Question	GTES Top 2 Scores	FEVS Top 2 Scores	Gap
1. I am given a real opportunity to improve my skills in the City.	76%	61%	15%
2. I have enough information to do my job well.	83%	70%	13%
3. My work gives me a feeling of personal accomplishment.	82%	70%	12%
4. I like the kind of work I do.	91%	83%	8%
5. Overall, my immediate supervisor is doing a good a job.	85%	70%	15%
7. My supervisor supports my need to balance work and other life issues.	85%	78%	7%
8. My department is able to recruit people with the right skills.	69%	42%	27%
9. I have the materials and equipment I need to do my work right.	76%	46%	30%
10. My workload is reasonable.	78%	57%	21%
11. My talents are used well in my department.	74%	58%	16%
12. I know how my work relates to the City's goals and priorities.	87%	82%	5%
13. Physical conditions (noise level, temperature, lighting, cleanliness in my department) allow employees to perform their jobs well.	73%	66%	7%
14. Promotions in my department are based on merit.	54%	33%	21%
15. In my department, steps are taken to deal with poor performers who cannot or will not improve.	39%	28%	11%
16. Employees have a feeling of personal empowerment with respect to work processes.	57%	43%	14%
17. Employees are rewarded for providing high quality products and services to customers.	53%	47%	6%
18. In my department, differences in performance are recognized in a meaningful way.	47%	33%	14%
19. In my most recent performance appraisal, I understood what I had to do to be rated at different performance levels.	69%	68%	1%
20. I am held accountable for achieving results.	83%	81%	2%
21. Creativity and innovation are rewarded.	49%	37%	12%
22. Policies and programs promote diversity in the City (for example: recruiting minorities and women, training in awareness of diversity issues, mentoring)	64%	56%	8%
24. I have a high level of respect for the City's senior leaders (i.e. Administration and department heads).	72%	51%	21%
25. In the City, leaders maintain levels of motivation and commitment in the workplace.	63%	39%	24%
26. My department head maintains high standards of honesty and integrity.	68%	50%	18%
27. Department heads communicate the goals and priorities of the whole City.	71%	59%	12%
29. Employees are protected from health and safety hazards on the job.	74%	76%	-2%
30. The City has prepared employees for potential security threats.	56%	76%	-20%

Germantown Employee Survey Question	GTES Top 2 Scores	FEVS Top 2 Scores	Gap
39. My training needs are assessed.	70%	52%	18%
40. Departmental managers promote communication among different work areas (for example: about projects, goals, and needed resources).	63%	51%	12%
41. How satisfied are you with your involvement in decisions that affect your department?	58%	50%	8%
42. How satisfied are you with the information you receive from management on what's going on in your department?	64%	47%	17%
43. How satisfied are you with the policies and practices of your senior leaders (i.e. Administration and department heads)?	61%	41%	20%
44. How satisfied are you with your opportunity for career advancement within the City?	58%	35%	23%
45. How satisfied are you with the training you receive for your present job?	72%	52%	20%
46. Considering everything, how satisfied are you with your job?	81%	65%	16%
47. Considering everything, how satisfied are you with your pay?	65%	57%	8%
49. How satisfied are you with health benefits?	76%	80%	-4%